

Paving the Road Back

Results Achieved Under the
Workforce Investment Act (WIA) for
Program Year 2009-2010

Annual
Report



Blank Page



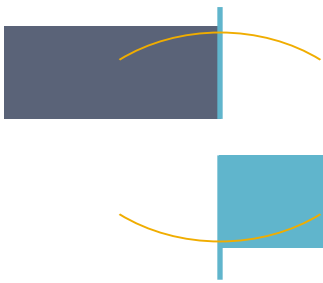


Table of Contents

Chapter 1: Year in Review

California's Workforce Investment System
Workforce Investment Act Funding in California
The American Recovery and Reinvestment Act
California Recovery Taskforce
Governor's Office of Economic Development
New United Motor Manufacturing, Inc. (NUMMI)
Green Innovation Challenge Grants
Industries of Statewide Need

Chapter 2: Transforming the Workforce System

What Are Sector Strategies?

Chapter 3: The Emerging Green Economy

Sector Strategies in Action: The Green Collar Jobs Council
California Green Initiative
Clean Energy Workforce Training Program
State Energy Sector Partnership
Regional Industry Clusters of Opportunity Grants
California Green Economy Study
Many Shades of Green

Chapter 5: Healthcare Workforce Development

California Nurse Education Initiative
Allied Health Initiative





Table of Contents



Chapter 6: Youth

Green Job Corps

California Gang Reduction Intervention and Prevention Initiative

Youth@Work

Chapter 7: Targeted Workforce Development Investments

Elevate America Project

California New Start Prison-to-Employment Program

National Emergency Grants

Construction Talent Transfer Program

Veteran's Employment-Related Assistance Program

Operation Welcome Home

Bridges to Success

Chapter 8: The State Board: Program Year 2010/2011

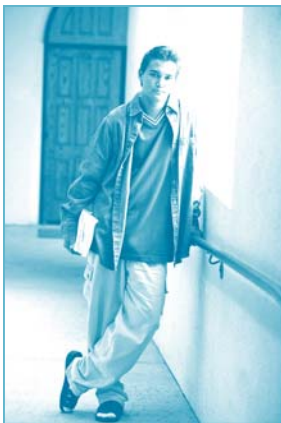
Green Collar Jobs Council

Issues and Policies Special Committee

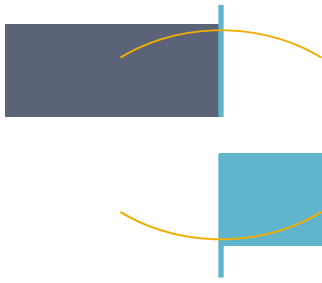
Cost Study of the One-Stop Career System

Implementing the Federal Healthcare Reform Act in California

Looking Ahead



Letter from the Executive Director
(Placeholder)



California Workforce Investment Board Membership

Mr. Bob Balgenorth
President
State Building and
Construction Trades Council

Ms. Kim Belshé
Secretary
California Health and
Human Services Agency

Mr. Dale Bonner
Secretary
California Business,
Transportations and
Housing Agency

Ms. Victoria Bradshaw
Secretary
California Labor and
Workforce Development
Agency

Mr. Ken Burt
Political Director
California Federation of
Teachers

The Honorable
Wilmer Amina Carter
California State Assembly

Mr. Jamil Dada
Senior Financial Manager
Provident Bank

The Honorable
Mark DeSaulnier
California State Senate

The Honorable
Denise Ducheny
California State Senate

Mr. Louis Franchimon
Executive Secretary
Napa-Solano Building Trades
Council

Mr. Victor Franco
Manager for Community
Affairs & Media Relations
NBC/Telemundo 52-LA

Ms. Faye Huang
Chief Executive Office
Asia Pacific Consulting

Ms. Kathleen Milnes
Senior Vice President
Entertainment Industry
Development Corporation

Mr. Elvin Moon
President and CEO
E.W. Moon Incorporated

Mr. Edward Munoz
Chief of Government Affairs
Raython Company

The Honorable
Jack O'Connell
Superintendent of Public
Instruction
Department of Education

Mr. Pete H. Parra
President
Parra Family Foundation

Mr. Art Pulaski
Executive Secretary/
Treasurer
California Labor Federation,
AFL-CIO

The Honorable
Miguel Pulido
Mayor
City of Santa Ana

Mr. Arturo Rodriguez
President
United Farm Workers of
America, AFL-CIO

Mr. Richard Rubin
President
Richard A. Ruben
Associates

The Honorable
Jack Scott
Chancellor
California Community
Colleges

The Honorable
Sandré Swanson
California State Assembly

Ms. Audrey Taylor
President and CEO
Chabin Concepts, Inc.

Mr. Willie Washington
Director of Human
Resources
California Manufacturer's &
Technology Association



Chapter 1: Year in Review

The 2009-2010 Program Year brought many challenges and opportunities for California's workforce investment system. From December 2007 to January 2010 California lost more than 1.3 million jobs, bringing the total number of jobs in the state down to March 1999 levels. From the fourth quarter of 2007 through the third quarter of 2009, only six states (Oregon, Georgia, Florida, Nevada, Michigan, and Arizona) had a higher percentage of job losses. Only three states (Florida, Idaho, and Nevada) had higher aggregate percentage decreases in personal income during this period than California (during this period, California's annual per capita income decreased by 5 percent, from \$44,180 to \$42,117). In April 2010, California's last remaining auto manufacturing facility - New United Motor Manufacturing Incorporated (NUMMI) closed its doors, which directly resulted in the loss of 5,000 jobs with a possible economic ripple of an additional 20,000 to 50,000 jobs lost. The loss of businesses statewide, translated into significant numbers of high-skilled, high-wage employees being laid off and subsequently seeking services from the state's workforce investment system. Recent economic forecasts indicate that times will continue to be difficult in the near term, with the California Department of Finance projecting that the unemployment rate will be 12 percent in 2010 and 11 percent in 2011. This forecast is supported by recent data released by the state's Labor Market Information Division placing the unemployment rate at 12.2 percent in June 2010.

To address these challenges, California's workforce investment system made the best of numerous opportunities to provide training and support to thousands of Californians from many walks of life. Many of the training programs and supports that were made available were offered as a direct result of funding received under the American Recovery and Reinvestment Act (ARRA). In response to extraordinary times the workforce investment system initiated and implemented programs targeting the unemployed, underemployed, new workforce entrants, at-risk youth, parolees, and veterans. Local Workforce Investment Boards (Local Board) undertook initiatives to tailor their services to unemployed high-skilled, formerly high-wage white collar individuals. Efforts to support California's emerging green economy were connected to the state's workforce investment system as the vehicle through which the workforce needed to implement the states' ambitious environmental goals for greenhouse gas reduction; energy efficiency and renewable energy generation; and alternative vehicles and fuels development could be addressed. The California Workforce Investment Board's (State Board) special committee, the Green Collar Jobs Council (Council) - a multi-stakeholder partnership,

was instrumental in facilitating discussions among new partners, identifying common goals and fostering the development of highly successful leveraged funding opportunities for clean energy training programs statewide. Understanding that growth among the industries that make up California's diverse green economic sectors has been faster and has demonstrated greater stability than traditional economic sectors the Council will continue to focus on organizing relevant solutions to support its growth.

Looking forward, the 2010-2011 Program Year will present further challenges to California's workforce investment system. At the top of this list is planning for the implementation of federal healthcare reform through the Patient Protection and Affordable Care Act of 2010 (ACA). On April 29, 2010, Governor Arnold Schwarzenegger announced the formation of the Healthcare Reform Task Force, signaling his commitment to insuring successful implementation of the ACA. The ACA will bring many of California's 8.2 million uninsured persons into California's healthcare delivery system. Providing quality healthcare services to this expanded consumer base will further stretch an industry that is currently experiencing workforce shortages. California's Labor and Workforce Development Agency (Labor Agency), the State Board, and California's Office of Statewide Health Planning and Development (OSHPD) are initiating partnerships with employers, education, labor organizations, and health philanthropic organizations to engage in planning activities that will lay the foundation for the statewide framework necessary to ensure the production and retention of a healthcare workforce that will provide equitable health access to all. As with the Green Collar Jobs Council, the State Board will serve as home for the Health Workforce Development Council.

The effects of the national recession in California only served to elevate the importance of initiatives that have been priorities for this Administration since it took office. Initiatives aimed at helping at-risk youth find meaning through education and employment, supplying a well-trained workforce to industries with statewide needs, assisting the men and women of our military as they return home to family and to assume productive roles in the community, and removing barriers for the unemployed have all been supported through the funding from the Governor's discretionary funds. These initiatives will remain priorities as the Administration moves forward with its funding priorities for 2010-2011.

California's Workforce Investment System

California received \$496,890,041 Workforce Investment Act (WIA) Title I Adult, Dislocated Worker and Youth Activities program allotments for Program Year (PY) 2009 from the U.S. Department of Labor by allocation formula. The statewide workforce investment system is com-

prised of 49 Local Workforce Investment Boards (Local Boards) each with its own business-led Local Board. California allocates by formula WIA funds to each of the 49 Local Boards. In FY 2009-10 \$369,285,375 was allocated to the 49 Local Boards.

The allotments to California and the amounts available for formula allocation to the LWIAs are as follows:

Program Year 2009-10	Allotment	Amount Available for Formula Allocation to 49 Local Boards
Adult Program Title I	\$139,444,084	\$118,527,472
Youth Program Title I	\$145,161,310	\$123,387,114
Dislocated Worker Program Title I	\$212,284,647	\$127,370,789

These Local Boards work in concert with their local chief elected official to oversee the delivery of workforce services relevant to their local residents and businesses. Critical to their charge is their oversight of the local One-Stop Career Centers which are the hub of the statewide service delivery for workforce, education, and business services. These centers, through partnerships with other local, state and federal agencies, education and economic development organizations provide access to jobs, skill development and business services vital to the social and economic well-being of their communities.

The workforce system is governed by a federal/state/local partnership. The U.S. Department of Labor (DOL), in coordination with other federal agencies, oversees and administers the nationwide system. The state workforce investment and One-Stop Career Center systems are overseen by the Governor through California's Labor Agency, which operates under the leadership of the Secretary. The Secretary represents the Governor and his administration on the California State Board. The state Employment Development Department (EDD), also under the direction of the Labor Agency Secretary, is designated by the Governor as the administrator of federal job training funds. The business-led State Board, which also reports through the Labor Agency, assists in developing statewide policy to impact workforce preparation and supply, and advises the Governor and Secretary on strategies to meet the needs of a diverse population and constantly changing economy.

Workforce Investment Act Funding in California

The American Recovery and Reinvestment Act

Under the American Recovery and Reinvestment Act (ARRA), signed by President Obama in February 2009, California received \$535.6 million in additional resources for training and employment services under the Workforce Investment Act (WIA) and Wagner-Peyser Act. Funding allocated under ARRA was received in April of 2009 and must be fully expended by June 30, 2011. The following table represents the allocations received by funding title:

Programs Funded	Funding in Millions
WIA Youth Activities	\$186.6
WIA Adult Activities	\$80.1
WIA Dislocated Workers	\$221.9
Wagner-Peyser Employment Service	\$47.0
Total	\$535.6

In guidance issued from the DOL, Employment and Training Administration, it was made clear that the ARRA funds represented a one-time funding allocation which was intended to increase the availability of training and supportive services for those affected by the national recession. In California, the \$535.6 million allocated for training and employment services under the WIA and the Wagner-Peyser Act has been put in use initially to:

- Bolster formula funding for WIA Youth, Adult, and Dislocated workers, providing employment and training service to Californians through Local Boards and their One-Stop Career Centers
- Provide summer jobs for youth through the California Youth@Work Program
- Prepare workers for green jobs in energy efficiency, renewable energy, and in alternative and renewable fuels through the Clean Energy Workforce Training Program (CEWTP)
- Support the Regional Industry Clusters of Opportunity grants (RICO) helping California's regions identify their growing industries and establish regional sector initiatives in support of these industries. Through regional collaboration, teams are developing leveraged funding plans, aligning resources and systems to address the business and workforce needs of critical industries
- Provide opportunities for at-risk youth through the Governor's California Gang Reduction Intervention and Prevention Initiative (CalGRIP).
- Assist employers in matching qualified workers to available jobs and provide layoff aversion services.
- Provide rapid response assistance to workers facing layoff.

Of the \$488.6 million allocated to WIA Youth Activities, WIA Adult Activities, and on WIA Dislocated Workers, \$200 million has been spent. According to the California Workforce Association's (CWA) report: *California Youth @ Work – Summer 2009*, these funds have supported the employment of nearly 50,000 youth throughout the state through the first Summer Youth Employment Program offered in over 10 years.

These funds have supported the employment of over 50,000 youth throughout the state through the first Summer Youth Employment Program offered in over 10 years. They were leveraged against ARRA funding received by the California Energy Commission to launch the California Green Workforce Training Initiative, and supported rapid response services to thousands of Californians reeling from the loss of long-term, high-wage employment.

Wagner-Peyser Employment Services was allocated \$47 million, of which, \$23 million has been spent. These funds expanded employment services to job seekers and employers at One-Stop Career Centers. Services provided by One-Stops include job search assistance, skills assessment and labor market information services to those seeking employment. Conversely, the expansions of these services are also assisting employers seeking qualified individuals to fill job openings.

"We are living through a global economic crisis, but Californians are not sitting back and waiting for the recovery to happen. We are out there taking action, rebuilding our state and putting California back to work."

Governor Arnold Schwarzenegger

California Recovery Task Force

Shortly after President Obama signed ARRA into law, Governor Schwarzenegger announced the creation of the California Recovery Task Force (Task Force) in March 2009. The Task Force is charged with tracking the ARRA funding coming into the state; working with President Obama's administration; and helping cities, counties, non-profits, and others access the available funding. The Task Force ensures that the funding channeled through the state is spent efficiently and effectively, and maintains a website that is frequently and thoroughly updated for Californians to be able to track the stimulus dollars as they are deployed throughout the state. In order to promote consistent state policies and priorities, provide accountability and make sure that ARRA funds are used as intended; the Task Force developed the following goals to guide California's recovery effort:

- Promote California's long term economic recovery through strategic implementation of ARRA funds. The following actions were identified to support achievement of this goal:
 - Encourage collaboration among state government, local governments and stakeholders to promote alignment of ARRA funding for strategic and sustainable program priorities consistent with federal ARRA goals.
 - Focus ARRA funds on the recovery of economically distressed areas.
 - Encourage full participation by Disadvantaged Business Enterprises, including small business and Disabled Veteran Business Enterprise's.
 - Leverage partnerships to pursue maximum ARRA funding for California's people, services and infrastructure to create a long term benefit to California's economy
- Promote transparency, accountability and efficiency. Actions identified to support this goal were the following:
 - Facilitate recipient actions to expedite deployment of ARRA funds into California's economy while preventing waste and project cost overruns.
 - Inform the public about the progress, use and impact of ARRA funds.
 - Emphasize accountability over ARRA funds, projects, and data quality through transparent reporting and access to data.
 - Promote awareness and provide education and training to recipients on appropriate reporting methods and uses of ARRA funds, providing guidance and technical assistance to recipients as needed.
 - Promote fair and open competition in all ARRA contracting activities.

“California has led the way by creating a Recovery Task Force, to get the most money, and creating the first-in-the nation Inspector General position, to make sure the stimulus money is spent the right way: efficiently and effectively.”

Governor Arnold Schwarzenegger

Governor's Office of Economic Development (GoED)

Governor Schwarzenegger signed an executive order establishing the Governor's Office of Economic Development (GoED) in April 2010, a one-stop shop to help businesses acquire the direction, information and resources they need to invest, succeed, and expand in California.

Those who want to do business in California must interact with the state in many ways. They establish, register and maintain their businesses, obtain permits and licenses, report required information and pay taxes through state interfaces. According to the Governor's office, the state has more than 100 individual economic development programs and services available to

businesses. GoED harnesses the expertise staff with the experience necessary to guide businesses through the various state requirements and help them access state resources. GoED was established, and is staffed and housed using existing state resources including resources from the Labor Agency.

GoED operates a web portal that provides assistance with: establishing or registering a business; licensing, permitting and registration requirements; tax requirements; and building codes and zoning information.

“California is the best place in the world to do business, and by cutting red tape and streamlining functions, my Office of Economic Development will make the state an even better partner to the economy.”

Governor Arnold Schwarzenegger

New United Motor Manufacturing, Inc.

New United Motor Manufacturing Inc. (NUMMI) closed its manufacturing facility in Fremont in April 2010 after operating for more than 25 years. In response to the closure of the NUMMI plant, California received a \$19 million National Emergency Grant. These funds, awarded in June of 2010, will be directed toward assisting more than 31,000 total workers from six counties (Alameda, Contra Costa, San Joaquin, Santa Clara, Solano and Stanislaus) who have been affected by the plant shutdown. This grant will leverage Wagner-Peyser, Trade Adjustment Assistance Funds, and Local Board resources to provide a variety of services including: outreach, recruitment, testing, assessment, transferable skills analysis, resume writing, job search workshops, job clubs, basic/remedial education, individual employment plans, career counseling, job placement, on-the-job training, classroom training, occupational or vocational skills training, marketing, in-depth supportive services, stress counseling, post placement follow-up, and other services as deemed necessary.

Project operations will be managed by Alameda County Workforce Investment Board, Contra Costa County Workforce Development Board, San Joaquin County Employment and Economic Development Department, Silicon Valley Workforce Investment Network, Stanislaus Alliance Worknet and Workforce Investment Board of Solano County.

Service Coordination: Will focus on the service delivery systems components, capacity, access points, logistics, and activities. Designees representing the region’s career centers and other providers serving impacted auto workers/suppliers are invited to participate.

Training & Education: Will focus on creating cohorts of career pathways for the auto production workers; assessing industry demand for their transferable skills; linking workers to short and longer term training, certificated programs being delivered by the community colleges, California State University, East Bay (CSU East Bay) and University of California/California State University Extension Programs.

Management Information Systems (MIS), Reporting, & Performance Management: Will focus on the MIS issues, data management, and reporting for the NUMMI Plant Closure Project. Although local reporting will be required, how the “big picture” story gets told will be decided by the MIS, Reporting & Performance Management Committee.

Industry Connections and Opportunities: Will focus on representing the skills and unique characteristics of the displaced autoworkers and suppliers to businesses and emerging industries in a cohesive and coordinated way.

Regional Coordinating/Communications Committee: The Coordinating/Communication Committee will function like a steering committee that will provide strategic oversight of the NUMMI Plant Closure Regional Project. This committee will be responsible for the alignment of grant resources, coordinating administrative functions for Local Board grant recipients; ensuring adequate resources are available for the regional project, ensuring effective and seamless services; communications, and policy implementation related to the project.



Alameda County Workforce Investment Board Provides Services to Displaced NUMMI Workers, Suppliers, and Vendors

As of July 2010, contractors for the Alameda County Workforce Investment Board (WIB) serving displaced NUMMI workers, suppliers, and vendors have enrolled 2,253 individuals into the WIA program. In addition, 597 are co-enrolled in the federal Trade Adjustment Assistance (TAA) Program, which will provide longer unemployment insurance benefits, additional re-training resources, and support services.

Early in the project, peer counseling services were established. Peer Counselors are themselves laid off NUMMI workers who have been hired to reach out to their former colleagues to help them navigate through the myriad of workforce services available at selected career centers. Peers work in coordination with the center's case managers to ensure that their former colleagues follow thru on testing, assessments, transferable skills analysis, resume writing, job search workshops, job clubs, basic/remedial education, individual employment plans, career counseling and job placement activities. All services are available at the NUMMI Resource Center, Chabot College Career Transition Services, and at selected One-Stop career centers in the area. Under the National Emergency Grant funding, Alameda WIB expects to enroll 2,400 Alameda County unemployed workers and provide 2,000 of them with intensive services. The skills analysis survey of existing labor market opportunities indicate that at least 600 of these displaced workers will require skill upgrade training before they can secure new employment.

One area quickly identified as a universal need for all of these unemployed autoworkers was pre-vocational computer training. In order to improve their chances of success in retraining or on-the-job training programs, each participant is provided with a computer remediation course before beginning any training program. The Alameda WIB is also promoting training into renewable energy technologies to meet a growing demand for these skills in Green (Solar & Energy), Advanced Manufacturing, Healthcare, Bioscience, Logistics, and Hybrid Automotive jobs. Other training provided includes industry-specific and customized training based on a review of labor market information and employer needs. Local Community Colleges and adult schools are providing a broad spectrum of training.

In August 2010, the Alameda WIB, in partnership with other sister WIBs in the NUMMI Collaborative, will be hosting the first regional NUMMI Job Fair at the Alameda County Fairgrounds in Pleasanton. The event will attract hundreds, if not thousands, of highly skilled NUMMI workers, suppliers and vendors and connect them to growing Bay Area employers. The job fair will feature career workshops and will provide participants with an understanding of the labor market and a better grasp of their career goals.

Tesla Motors Acquires the NUMMI Plant

Governor Schwarzenegger joined President and Chief Executive Officer of Toyota Motor Corporation Akio Toyoda, Co-Founder and Chief Executive Officer of Tesla Motors Elon Musk, and Lieutenant Governor Abel Maldonado to announce an historic new partnership between the automotive companies that will benefit California's economy and environment. Toyota announced it will invest \$50 million in Tesla Motors and will partner with Tesla to manufacture electric vehicles. As part of this announcement, Tesla announced that it will acquire the NUMMI plant in Fremont and begin production of its Model S EV, which could create more than 1,000 jobs in California. While the repurposing of the original NUMMI Plant will not produce the first vehicle until 2012, ACWIB is in the process of promoting workforce service planning options to Tesla.

"Thanks to this much-needed Recovery Act funding, we can provide emergency assistance to those impacted by the NUMMI factory closure."

Governor Arnold Schwarzenegger

Green Innovation Challenge Grants

The Labor Agency announced state grants totaling \$19 million that will help train nearly 3,000 Californians for jobs in a wide range of clean and green industries, including hybrid and electric vehicles, alternative fuels and renewable energy generation. The intent of the grant funding is to encourage industry leaders to find innovative approaches to meeting their immediate employment needs, and to develop the partnerships and infrastructure needed to support employment growth for up to ten years.

Green Innovation Challenge Grants, which were announced in June 2010, were awarded to six organizations. A complete list of awardees can be found in [Appendix I](#).

“California is already seeing green job growth but we must continue working to accelerate this trend. These Challenge grants will encourage innovative green companies to train and hire Californians to further our state’s leadership in the green economy.”

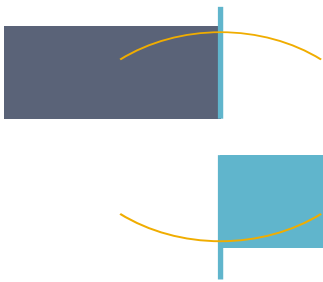
Governor Arnold Schwarzenegger

Industries with a Statewide Need

The Employment Development Department announced that \$4 million in ARRA funds would be used to develop innovative programs that train 725 low-income, unemployed and under-skilled Californians for jobs in industries such as healthcare, information technology, and alternative energy. The projects, supported by collaboration among the WIA system and industry, will play a major role in the recovery and expansion of local and regional economies. A complete list of grantees can be found in [Appendix I](#).

“We are committed not only to putting Californians back to work quickly but to also train them for jobs of the future. We’re focusing our efforts on workers who face special challenges and train them for careers in industries that need workers today and offer the opportunity to move upward tomorrow.”

Victoria Bradshaw,
Secretary of the California Labor and
Workforce Development Agency



Chapter 2: Transforming the Workforce System

With the mandate given to the State Board in the California Workforce Training Act of 2006, Senate Bill 293 (SB 293, *Ducheny, Chapter 630, Statutes of 2006*), and the subsequent adoption of sector strategies as the framework to be applied in strategically addressing the workforce needs of California's businesses, Assembly Bill 3018 (AB 3018, *Núñez, Chapter 312, Statutes of 2008*), the State Board has continued to expand its collaboration with state and local partners. Sector strategies provide a transformational framework that requires regional collaboration, data driven planning, and strong public/private partnerships, all tenets which are consistent with the priorities of the State Board. This shift in strategy was reflected in the most recent State Plan update submitted to the U.S. Department of Labor (DOL) as required by WIA. The development of public policy, fiscal investment, and operation of all state labor exchange, workforce education, and training programs is guided by this framework. The state's vision for a well coordinated and effective workforce development system will be advanced through data-driven strategic planning and the development of workforce solutions that are responsive to the demands of industry.

Collaboration with the California Community Colleges Chancellor's Office

To obtain services that support the State Board's industry sector framework, the State Board and EDD entered into a two-year agreement with the California Community Colleges Chancellor's Office (Chancellor's Office). Realizing that the community college system in California is the venue through which most residents access educational services, the State Board charged the Chancellor's Office with delivering services to support regional planning related activities; policy implementation to increase training and job placement services capacity; and professional development for career counseling providers. Services provided will support the workforce development and economic recovery goals under the Governor's workforce development strategy, State Board's sector strategy framework, the Green Collar Job Council (Council), and the goals of ARRA.

The scope of work includes:

A. *Regional capacity building and supporting sector strategies by leveraging Centers of Excellence services with regional collaborations*

The community colleges, Local Boards, and local economic development councils

collaborated and developed partnerships to identify and leverage resources to maximize each other's effectiveness in support of sector strategies. This collaboration resulted in the development of applications to the DOL Community-Based Job Training Grants (CBJTG). These grants improve the ability of community colleges to train and prepare workers for employment in high growth and other emerging industries. On June 29, 2010, DOL announced the recipients of CBJTG funding. For a complete of awardees from California, see [Appendix I](#).

B. *Regional industry cluster based career counseling*

The Chancellor's Office Career Development Advisory Committee has developed a "Big Ideas" newsletter. (<http://www.cccareers.org/newsletter.aspx>) These newsletters provide information about Big Ideas, inspiration and advice for counselors and those working in career centers. This newsletter has provided information on the following topics: Green Careers, Careers in Healthcare, Entrepreneurship, Careers in Science, Technology, and Mathematics, and on Innovation. This on-line communication tool sent directly to counselors is a first step in developing career counselor supports and curriculum modules that will inform counselors of regional industry information and aid them as they provide career path guidance to Californians.

C. *Increasing and sustaining industry focused training capacity by ensuring a systemic linkage between Local Workforce Investment Boards (e.g. One Stop Career Centers) and Community Colleges*

The Chancellor's Office spearheaded the development of the "Green College Master Course List." This list provides a regionally focused list of community college's training programs that are (industry) demand driven, and includes non-credit certificate programs, career technical education, apprenticeship, and other education programs.

D. *Supporting the education partnership established with the Chancellor's Office to expand the California Nurse Education Initiative and the Allied Health Initiative*

The fourth and final task associated with the agreement is to support the continuation of the successful Nurse Education and Allied Health Initiatives. Under the current administration and supporting the transition into a new administration following the November 2010 election, the Chancellor's Office will work with the Labor Agency and the State Board to ensure that the goals of these initiatives are met and sustained. The immediate goal is to maintain the expansion in nursing students realized to date and to continue to develop the public-private partnerships.

What Are Sector Strategies?

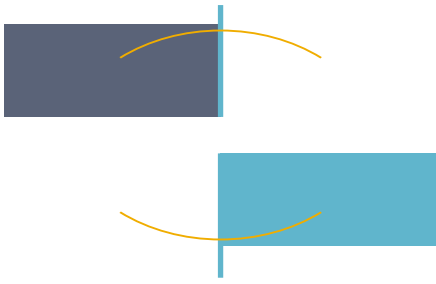
Sector strategies provide an effective approach to organizing a comprehensive workforce development system that is capable of responding to market forces and demographic factors affecting businesses. Sector strategies exhibit these key elements:

- Target a specific industry cluster; develop a data driven, finely tuned knowledge of the interdependence between business competitiveness and the workforce needs of the targeted industries.
- Build regionally based partnerships of employers, training providers, community organizations, and other key stakeholders around specific industries.
- Address the workforce needs of employers and the training, employment, and career advancement needs of workers.
- Bolster regional economic competitiveness by aligning education, economic, and workforce development planning and leveraging of resources.
- Promote systematic change that supports innovation and achieves ongoing benefits for industries, workers, and communities.

Examples of the elements listed above can be found throughout California's existing workforce development system. AB 3018 requires that the State Board adopt a sector strategy approach in responding to industry sector workforce and economic development needs. This is the approach that is utilized by the Green Collar Jobs Council and the Health Workforce Development Council, which will be established in the 2010-2011 Program Year.

The following sections of this annual report reflect how current practices address the key elements of sector strategies as California aligns its workforce development resources to addresses the challenges of today's economy by identifying opportunities in the emerging green economy, workforce shortages in healthcare, and targeting the needs of its diverse population.

Targeting a specific industry cluster; developing a data driven, finely tuned knowledge of the interdependence between business Competitiveness and the workforce needs of the targeted industries



Chapter 3: The Emerging Green Economy

Sector Strategies in Action: The Green Collar Jobs Council

Assembly Bill 3018, also known as the California Green Collar Jobs Act of 2008, required that the State Board adopt a sector strategies approach to workforce development for the emerging green economy. The formation of the Green Collar Jobs Council (Council), also mandated by AB 3018, created the state level partnership required to facilitate an industry driven discussion of California's green workforce needs.

In its first full year, the Council focused on developing an understanding of California's green economy and of the funding resources available through its state agency members. Through its deliberative process, the Council provided a platform for its members to share common goals, develop a better understanding of the relationship between regulation and its economic impact, understand how California's climate policy would influence the development of the green economy, and begin to understand how each agency's initiatives could be better executed if well coordinated with other partners.

As part of this process, the Council explored ways to strategically align state resources for the purpose of creating a leveraged "investment pool" which could fund statewide workforce training projects. With the passage of ARRA, the Council saw an opportunity to leverage one time federal funding as part of the investment strategy. Encouraging staff representatives from each agency to work together, the Council effectively drove the development of *California Green Workforce Initiative* and a new funding strategy which called for innovative partnerships with businesses, Local Boards, educational entities, community based organizations, philanthropic organizations, and local and state government entities. This strategy not only demonstrated an efficient use of taxpayer dollars, but its development aligned the experience and expertise of critical partners in the delivery of relevant "green" workforce training.

California Green Workforce Initiative

Influenced by principles within the Council's foundational document titled: *The Green Collar Jobs Council's Position on the Green Economy and Green Collar Jobs A Foundation for Deliberation and Investment*, (Premise Document), the California Green Workforce Initiative combines funding from the public and private sectors to create the nation's largest green job workforce development program. Federal funding came in the form of ARRA State Energy Program (SEP)

funds while state funding was provided by the California Energy Commission's (Energy Commission) Alternative and Renewable Fuel and Vehicle Technology Program which was established by Assembly Bill 118 (AB 118, *Núñez, Chapter 750, Statutes of 2007*) and by the Governor's Discretionary WIA funds. California's Green Workforce Initiative is a multi-faceted project that implements a sector strategy approach, creates and fosters regional partnerships, leverages the resources of government agencies through collaboration, supports the development of regionally relevant training programs, supports regional capacity development, and seeks to ensure sustainability of effective regional sector initiatives.

Clean Energy Workforce Training Program

The Council, the Labor Agency, the Energy Commission, EDD, the Employment Training Panel, and the State Board established the Clean Energy Workforce Training Program (CEWTP) in March of 2009. CEWTP provided grants to promote the use of industry sector strategies for training workers in occupations related to energy efficiency, water efficiency, renewable energy, and alternative and renewable transportation technologies. Funding utilized for this program comes from four sources: ARRA funding received by the Energy Commission from the federal Department of Energy, Alternative and Renewable Fuel and Vehicle Technology Program funds provided by the Energy Commission, and Workforce Investment Act Governor's Discretionary funds received under ARRA. Grantees provide an additional \$23 million in public-private partnership matching funds.

"The Clean Energy Workforce Training Program is the perfect example of how California is utilizing federal economic stimulus dollars and public-private partnerships to invest in our state's workforce and jumpstart our economy."

Governor Arnold Schwarzenegger

Thirty four local workforce development partnerships received a share of \$26.75 million in state and ARRA funds to train approximately 5,600 unemployed, underemployed and new workforce entrants through the following programs:

- Green Building and Clean Energy Pre-Apprenticeship and Re-training Partnerships
- Alternative and Renewable Fuel and Vehicle Technologies Workforce Development and Training Partnerships

At a minimum, the local partnerships funded consist of a Local Board and a community college as well as community, labor, and other non-governmental organizations. The partnerships are required to assemble an advisory council of local green businesses and will provide trainees with job placement services through existing Local Board/One-Stop Career Centers.

Participants will receive training that will lead to a variety of green-related degrees and certificates designed to develop the workforce needed by businesses to support state's low carbon, clean energy economy of tomorrow. A complete list of grantees can be found in [Appendix II](#).

Local Workforce Investment Boards Implement the Clean Energy Workforce Training Program

The implementation of sector strategies relies on industry-focused regional partnerships. The South Bay Workforce Investment Board (South Bay WIB), Contra Costa Community College District, and the San Bernardino County WIB partnered with labor organizations, community based organizations, and employers to train area residents for green careers. The stories below chronicle these partnerships in action.



South Bay WIB -Preparing 70 Area Residents for Green Building Careers

The South Bay WIB is using their \$530k grant to enable 70 area residents to increase their employability and prepare them for careers in the green building field; prepare participants for candidacy to the IBEW/NECA Electrical Training Institute Apprenticeship Program and other registered apprenticeships; and increase the South Bay's residential green building workforce. The program develops and certifies green building skills through classroom and hands-on instruction, community service activities, supportive services, and leveraging of additional public and private resources.

Administered by the City of Hawthorne and the South Bay WIB, the program is operated by the Century Center for Economic Opportunity in Gardena. Classes in workplace skill development and vocational English as a second language are provided by El Camino College in Hawthorne. In addition, other portions of the green building curriculum are provided by the U.S. Green Building Council Los Angeles Chapter, Build it Green, the California Building Performance Contractor's Association, Richard Heath and Associates, and the Association of Energy Engineers. Over the 18 month grant period, participants will develop environmental literacy and skills in green building, sustainable development, energy and water efficiency, and solar residential energy systems installation.

Habitat for Humanity and GRID Alternatives are providing community service opportunities enabling participants to gain real world green building experience. South Bay WIB's One-Stop Business and Career Centers in Inglewood, Gardena, Redondo Beach and Carson provide participant outreach, career guidance, case management, and job placement and retention services. The program's Green Employer Council, provides advice on skill needs, curricula, and job opportunities, and consists of the following business partners: ASF Millworks & Design Inc., Building Doctors, Southern California Edison, Duct Testers, Inc., Healing Spaces by Design, Imani Energy, Inc., The Green Hive, Jasana, Quillite, Solartech Power, Inc., Salas O'Brien, MAP Productions, Green Home Evaluation, LLC, and Pulte Homes. The South Bay Environmental Services Center works with the South Bay WIB and its partners to identify area employers with additional job openings.

Contra Costa Community College District –Retraining 180 Unemployed and Underemployed Workers for 21st Century Clean Energy Jobs

The Contra Costa Community College District, in conjunction with the Workforce Development Board of Contra Costa County, the Districts' colleges and business partners received a \$1 million dollar grant as part of CEWTP to train at least 180 unemployed and underemployed experienced construction workers for clean energy jobs.

"Studies have shown a need to develop a more skilled workforce to meet the demands of solar and other industries that are crucial to supporting our economic recovery," said Stephen Baiter, executive director of the Contra Costa Workforce Development Board. "This partnership with our community colleges is a fundamental component of our efforts to provide local businesses with a skilled and trained workforce prepared to work in green jobs that are being created throughout the region."

As part of the nation's largest state-supported green jobs training program, students are receiving training for careers in green collar jobs such as a solar photovoltaic installer, solar thermal technician, solar installation manager, project foreman, solar designer, solar engineer, heating, air conditioning, and refrigeration technician; heating, ventilation, air conditioning maintenance and repair trainee, green plumber and pipefitter, energy field auditor, home energy rating specialist, building analyst, building performance contractor, building envelope specialist, and weatherization auditor.

"This partnership is an investment in Contra Costa County. As one of the largest multi-college districts in the state, collaborations like these are necessary to create a trained workforce," said Dr. Deborah Blue, vice chancellor of District wide Planning and Educational Services,

Contra Costa Community College District.

Each college is offering the State Energy Efficiency Standards and preparation for the Green Building Professional certification as part of the training workers can complete during the grant period.

Los Medanos College is providing accelerated training in heating, ventilation and air conditioning (HVAC). Certifications offered include Green Building Technology, Build it Green and the Heating Energy Rating System (HERS) certificates. The college is also developing new curriculum for weatherization, energy auditing, energy efficient lighting and green plumbing training classes.

Diablo Valley College is providing training in solar photovoltaic and solar thermal energy systems and design, installation and maintenance, architecture, engineering, construction and electrical systems. Certifications for Green Building Professional Preparation and Build It Green will be issued. The college is also offering additional courses in photovoltaic or solar installation, water conservation auditing and building analyst training.

Contra Costa College has developed a green construction lattice for workers with construction experience and provides the educational background to build job skills or become entrepreneurs. It has prepared courses to pass the Certified Green Building Professional exam and prepare students to pursue careers as Home Energy Advisors or Home Energy Raters.

Los Medanos is building on its existing heating, ventilation, air conditioning, and refrigeration program; significantly modifying existing curriculum to incorporate green energy concepts, tools, equipment, and practices; and develop new courses that address the building envelope and mechanical systems. New classes will initially include: green building technology, green mechanical systems, and weatherization, with green plumbing, energy auditing, energy efficient lighting, and other courses coming down the road. The classes will be offered in a series of intense, sequential classes meeting four hours per day, three to four days per week for three to four weeks to unemployed or under-employed workers with a construction background.

Upon course completion, program participants may be eligible for several industry recognized certificates such as: Certified Green Building Professional, Home Energy Rater, water/energy auditor, and weatherization specialist/auditor.

The organizations involved in this partnership brought approximately \$1.3 million in in-kind

match to this project. In-kind values received were approximately \$500 thousand from the Workforce Development Board; \$174 thousand from Los Medanos College; and \$354 thousand from Contra Costa College.

Providing Free Job Training to Over 200 Local Residents of San Bernardino County in Hands-On Green Collar Jobs

San Bernardino Community College District (SBCCD) received \$869,651 as one of 34 recipients of \$27 million in grants aimed at jump-starting the California Clean Energy Workforce Training Program (CEWTP). Receipt of this funding is giving the college district an opportunity to train 200 San Bernardino County residents for a variety of hands-on "green collar" jobs.

"At a time when education and training opportunities are desperately needed to stimulate the regional economy, SBCCD is proud to serve the residents throughout San Bernardino County with this training grant," said grant author Kevin Fleming of San Bernardino Community College District's Center of Excellence. "At least 200 residents within San Bernardino County will benefit from this training program over the next 2 years. The goal is to prepare them for 'green collar' jobs close to home."

All one has to do is look at a variety of economic and demographic data factors to understand the importance of this training program to for this county. Twenty-five percent of San Bernardino County residents live below the poverty line. Unemployment in the county has reached a high of 13.9%, while employment in the construction industry has declined 18.6%. Only 15.9% of the county's population has a Bachelor's degree or higher. The housing market decline has affected this area in an extreme manner with foreclosures up 397.8%. A significant portion of the housing stock in the county was built ahead of any residential energy efficiency measures being implemented, thus over 136,198 older homes in the county require weatherization and retrofit services. On the positive side, the demand for a green workforce is high with over 1,330 identified Inland Empire firms currently, or potentially employing energy efficiency workers locally.

This project recruits, trains, and will place 200 residents into green building apprenticeships or employment by providing 400 hours of customized training in environmental literacy, green building, energy fundamentals, retrofits and energy efficiency, water efficiency, solar installation and design, basic skills, and workplace readiness. The SBCCD Center of Excellence research indicates these key occupations have a 3-year projected growth totaling over 1,470 additional jobs within the region.

This training program will prepare San Bernardino County residents for four career pathways/occupations:

- 1) Building Performance/Retrofitting Specialists
- 2) Energy Auditors or Home Energy Raters
- 3) Resource Conservation or Energy Efficiency Managers
- 4) Solar PV/Thermal Installers.

A strong network of partners is collaborating in this project focusing on the green building industry. San Bernardino County, the county Regional Occupational Program, and Uncommon Good are providing outreach, recruitment, and assessment. Chaffey College and San Bernardino Community College District are providing curriculum and training. The Inland Empire chapter of the United States Green Building Council, representing 236 local companies in the green building and energy efficiency industry, is providing training, internships, apprenticeships, and employment opportunities.

State Energy Sector Partnership

With a number of strategic programs already underway, the State Board was pleased to learn on January 20, 2010 that California was awarded a \$6 million State Energy Sector Partnership (Sector Partnership) and Training grant from the U.S. Department of Labor (DOL). The Green Collar Jobs Council (Council), acting as the Sector Partnership, is utilizing this funding to support six Regional Teams in the development of training programs in emerging energy efficiency and renewable energy industries. This grant opportunity compliments the Council's existing work by supporting the following activities:

- Creating an integrated system of education, training and supportive services that promotes skill attainment and career pathway development for low-income, low-skilled workers leading to employment in green industries
- Supporting California in implementing a statewide energy sector strategy including the Governors' overall workforce vision, state energy policies and training activities that lead to employment in targeted industry sectors
- Building and strengthening partnerships dedicated to building a skilled clean energy workforce
- Developing new partnerships with other agencies receiving ARRA funds to support strategic planning and implementation efforts
- Ensuring that education pathways established under existing grant projects are articulated across California's educational institutions

- Encouraging the publication of curricula developed under all grant projects

The Sector Partnership will oversee and strive to enhance the operations of regional project teams. The Sector Partnership represents a comprehensive collaboration of state and local government, community based organizations, industry representatives, education, and labor organizations, which mirrors the membership of the existing Council. The Council will serve as the foundation for the Sector Partnership required by DOL. Its membership has been augmented to include key advisors and industry representatives whose role is to advise the Council on supporting the regional teams.

Activities undertaken as part of the State Energy Sector Partnership will be informed by and aligned with information and priorities emerging from the Regional Clusters of Opportunity grants (RICO) issued by the State Board in December of 2009. Under the Sector Partnership, the maximum award per Regional Project Team is \$900,000. A complete list of Sector Partnership grantees and their activities can be found in [Appendix II](#).

Regional Industry Clusters of Opportunity Grants

In response to the adoption of sector strategies, the State Board placed additional emphasis on data driven analysis and multi-jurisdictional collaboration as the touchstones for effective workforce initiatives. The State Board saw an opportunity to advance this practice when guidance was issued from the DOL in Training and Employment Guidance Letter 14-08 regarding the WIA and Wagner-Peyser Act funding in the implementation of the ARRA. In Section 4 of this guidance document, emphasis was placed on the need to strategically connect regions, systems and actions to address the needs of businesses and workers in regional economies. Specifically, this section emphasized the need to “develop and refine innovation service delivery strategies in the context of regional economies.” To support this vision, the State Board collaborated with the Labor Agency, the Energy Commission, and the Economic Strategies Panel to launch the Regional Industry Cluster of Opportunity (RICO) grants. Continuing to emphasize the importance of collaborative funding, this grant opportunity leveraged state and federal funding from ARRA, WIA, and the Alternative and Renewable Fuel and Vehicle Technology Program (AB 118), netting a total of \$2.5 million to develop Regional Industry Clusters of Opportunity strategies.

Ultimately, the goal of this funding opportunity is to enhance the economic competitiveness of regions throughout the state by bolstering regional capacity to identify growing industries, supporting collaborative strategic planning and encouraging the alignment of public/private

resources available in a region—all for the purpose of enhancing each area’s economic competitiveness and insuring that workforce development efforts undertaken in a given regional economy are responsive to that economy’s demand. With intensive technical assistance and support, regional partnerships are gaining benefit from:

- Assistance with data driven regional economic and labor market diagnosis
- Assistance with crafting regional partnerships, including partnerships with business, which will lead to the development and implementation of effective, demand-responsive sector initiatives
- Information on methods for leveraging funding, along with resources and systems to implement these initiatives
- Focused planning for sustainability of an initiative after initial funding ends

Grant awards were made in December of 2009 and awardees received their regional economic and labor market diagnostic during the first of a series of planned action clinics. During this clinic, regional teams were assisted by the principle consultant, Collaborative Economics, Inc., with analyzing complex data, extrapolating information from that analysis to guide multiple stakeholders as they considered the opportunities present in their economy. Through this process, the State Board believes that participating regions will develop a clearer understanding of their region’s economy, establish shared responsibility for meeting the needs of this dynamic economy across critical institutions, and begin considering broader organizational policy changes that would sustain and expand regional cluster of opportunity strategies --providing a lasting mechanism to support ongoing collaboration among partners that is grounded in economic demand. A complete list of grantees can be found in [Appendix II](#).

In April 2010, the RICO grantees and their partners received a “data diagnostic” prepared by the consulting firm which provides information on the number of employees in that regional industry, regional concentration of industry compared to that industry’s concentration state-wide, their average salary, and the training needs for that position. The local WIBs and their partners received their diagnostics at an April 2010 action clinic in Sacramento. In addition to providing the “data diagnostics” to the grantees, Collaborative Economics also provides them with ongoing assistance in implementing the RICO methodology. At the April 2010 action clinic, local WIBs and their partners used their diagnostics to identify their region’s top industry clusters, to identify how these clusters are linked to other industries, and to identify what priorities the local WIBs and industry partners should focus on. The April 2010 action clinic will be followed up by individual action clinics for each of the grantees. After these action clinics for the individual grantees, the State Board will convene all the grantees in Sacramento

to help them devise a strategy that will enable their industries of interest (i.e. green transportation in Southern California) to support ongoing collaboration and development.



Using RICO to Focus on a Region's Green Transportation Industry

The data diagnostic presented to the Pacific Gateway WIB (the Local Board for Long Beach) and its partners in Los Angeles, Orange, and Ventura Counties demonstrates that these counties have higher numbers of people than the state average that are employed in green transportation and consequently, Pacific Gateway identified green transportation as an industry of focus. At the Action Clinic, Pacific Gateway and its partners discussed bringing in economic development organizations and other employers into the mix. Through the summer and into the fall, Pacific Gateway and its partners will outline an investment strategy for these new partnerships which includes identifying investments and commitments aimed at enhancing the competitiveness of their regional green transportation industry. Pacific Gateway has informed State Board staff that they will engage a diversity of employers, innovators, industry councils, and other stakeholders around transportation for a series of growth-focused meetings occurring in September. These employers include municipal organizations advancing alternative transportation such as Long Beach Transit, Orange County Transit, LA Metro (Southern CA Regional Transit Training Consortium), as well as the design and manufacturing automotive sector concentrated in Los Angeles and Orange Counties. Through these meetings, Pacific Gateway will work with these employers to identify shared growth opportunities.

In addition to Pacific Gateway, other Local Boards (San Luis Obispo, Santa Barbara, and Ventura Counties), are engaging employers in the green transportation sector. These Local Boards, which comprise the Workforce Collaborative of the Central Coast, will be gathering additional information and engaging employers that currently or could in the future be developing and producing green transportation products, including alternative fuels (Limoneira), power supplies (GreenTech Motors), and parts for alternative vehicles (Ojai Energysystems). The purpose of the Workforce Collaborative's research is to better understand the opportunities for workforce and economic development related to green transportation in the Central Coast. Using the dollars from their RICO grant, these Central Coast Local Boards are trying to determine the number of jobs in the region in green transportation and related industries, revenues and profits of green transportation and related firms, quantity of exports, and the quality and sustainability of jobs.

“California’s economy is so unique that each region has specific industry clusters, which requires a diverse workforce development plan.”

Victoria Bradshaw
Secretary of the California Labor and Workforce
Development Agency

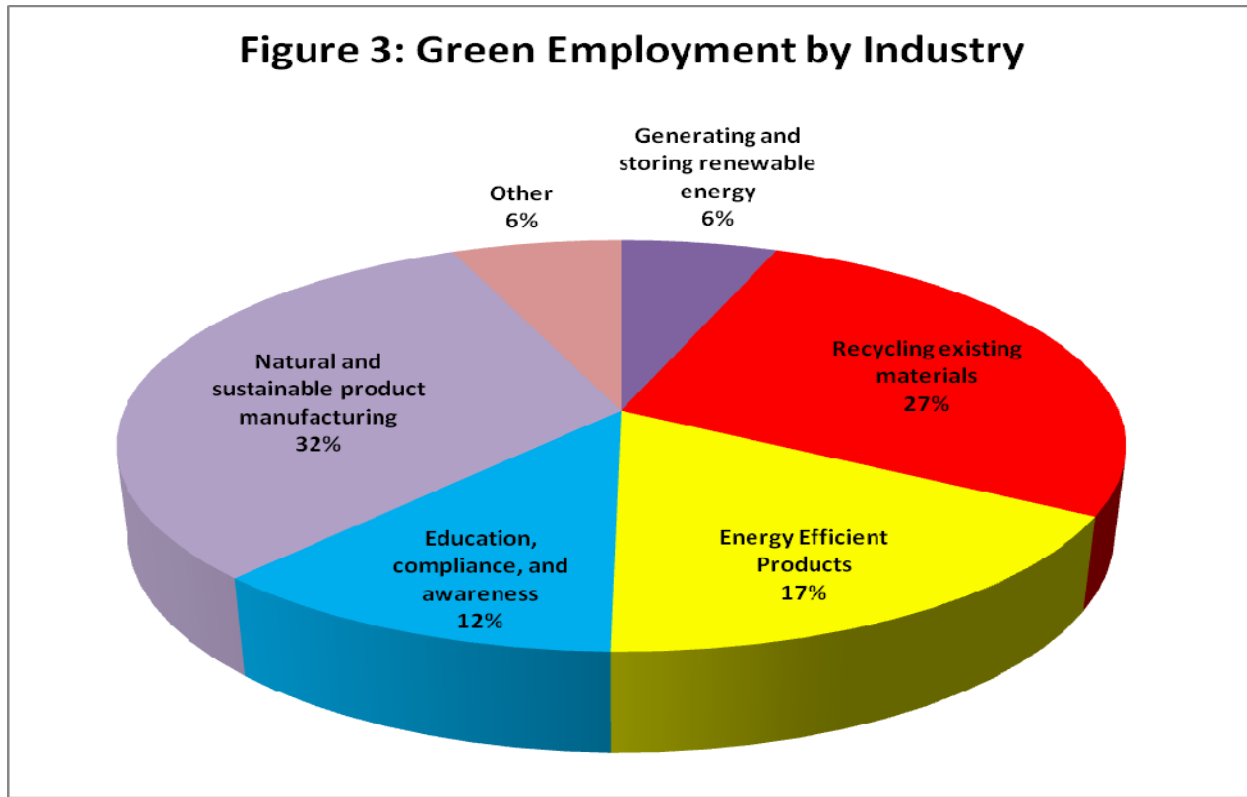
California Green Economy Study

The California Employment Development Department’s (EDD) Labor Market Information Division (LMID), in partnership with the State Board, released the preliminary results of its green economy study in April of 2010. This study established a baseline for charting the development of green employment in California. According to EDD, more than 300,000 people spend at least half their time on the job focused on green products or services. In all, the study identified nearly half-a-million green jobs in California. California outpaces other states that have conducted similar surveys with 3.8 percent of its workers producing green products or providing green services. Similar surveys found 3.3 percent of the labor force working at green jobs in Washington State, and 3.0 percent in Oregon and Michigan.

Of the 500,000 green jobs identified in the survey, over 93,000 of those jobs are in the manufacturing sector. Construction jobs follow closely with nearly 68,000 green jobs. Scientific and technical services along with administrative and support industries provide about 43,000 jobs, followed by waste management and remediation services, with nearly 39,000 jobs, and wholesale trade, with over 34,000 jobs.

The LMID will follow up this preliminary survey with a series of analytical reports to be released throughout 2010. These reports will include an overview on California’s green economy and subsequent industry based and regionally-based analyses to the extent that the data support those analyses. Additional activities planned for 2010 and into 2011, include conducting detailed occupational follow up research related to the emerging occupations identified in the survey. The end result of this occupational research will be a series of occupational profiles to support career choice and workforce development.

The following are LMID's estimates of green employment by industry:



Many Shades of Green

On December 9, 2009 the State Board and Next 10, a non-profit organization, hosted a green jobs conference to announce the release of *Many Shades of Green: Diversity and Distribution of California's Green Jobs* (*Many Shades of Green*). This green jobs report provides the most comprehensive green jobs accounting to date, systematically tracking the most recent available data on green companies, job type, location and growth across every sector and region of California. *Many Shades of Green* highlights the ample opportunities for workers in California's green economy. The industries studied in the report are energy efficiency, green transportation, energy generation, water & wastewater, and air & environment. Between 1995 and 2008, the number of green businesses in California increased by 45%. Employment in these businesses grew 36% while total jobs in the state expanded by only 13%. Between 2007 and 2008, green jobs grew 5% while total jobs dropped 1%.

The report points out that employment opportunities in green businesses exist for all types of workers from PhD scientists and engineers to a variety of technicians. Career ladders are sup-

ported by educational pathways starting with on-the-job training, two-year associates degree programs as well as bachelor and masters degree programs. Notably, the jobs in the green economy represent occupations that already exist in traditional industries such as electricians, power systems operators, electrical line installers, repairers, carpenters, and environmental scientists.

The job opportunities exist in most regions of California. The Sacramento area experienced 87% job growth in the green sector from 1995 through 2008. Other areas of high growth include 57% green job growth in San Diego, 51% green job growth in the Bay Area, and 50% green job growth in Orange County and in the Inland Empire.

The representation of green industries differs from region to region in the state. The Bay Area has the most environmental consulting jobs, while Los Angeles has the most energy storage and recycling and waste jobs.

“California already has more than 300,000 green jobs and the best is yet to come.”

Victoria Bradshaw
Secretary of the Labor and
Workforce Development Agency



Chapter 4: Healthcare Workforce Development

California has worked diligently to mitigate shortages of nursing and allied health professionals through the California Nurse Education Initiative and the Governor's Allied Health Initiative. Existing shortages in these positions will be exacerbated as Federal Healthcare Reform is implemented in California. Because these initiatives were implemented well before the enactment of the Patient Protection and Affordable Care Act of 2010, California has a head start in meeting the increased workforce demands of a reformed health industry.

California Nurse Education Initiative

In June 2010, California Labor and Workforce Development Agency (Labor Agency) released its annual report for the California Nurse Education Initiative (NEI) – originally a 5-year, \$90 million public private partnership that was announced by Governor Schwarzenegger in 2005.

The NEI focuses on expansion of nurse education capacity, faculty development, and student support services including loan forgiveness and additional funding for nursing schools.

The 2009 report details the accomplishments of the initiative from 2005 to 2009:

- Graduates: 10,570 Registered Nurses (RNs) graduated in 2009, reflecting an increase of over 71% in RN graduates over the past five years. 42,672 RNs have graduated in California in the past 5 years.
- Enrollments: More than 25,285 students are currently enrolled in California nursing programs – reflecting a 78.7% increase in new student enrollments in the past five years.
- Faculty: 3,630 faculty members serving California pre-licensure nursing schools, reflecting a 49.2% increase in nursing faculty for pre-licensure nursing programs in the past 5 academic years.
- Programs: Currently 139 total RN programs in California – 35 additional (public and private) programs opened in past 5 years
- Attrition: 14.7% attrition rate, reflecting an increase of 5.8% over past five years
- Simulation: 89% of the pre-licensure nursing education programs use high fidelity simulation, reflecting an increase of over 63% or 43 programs in 1 year.

In May 2009, Governor Schwarzenegger announced a second 5-year round of funding provid-

ing an additional \$60 million for the nursing education public-private partnerships to continue, insuring that the gains in nursing education realized in the past 5 years continue.

These grants will focus on specialty training at the community colleges and faculty education at the California State Universities and University of California nursing programs, as well as continue baccalaureate and master's degree programs in nursing. Funding for the partnership will include \$6 million each year for five years from the Governor's Discretionary Workforce Investment Act funds with matching funds provided by partners in healthcare and education.

California currently has an estimated 653 Registered Nurses employed per 100,000 population, with the national average being 825 per 100,000 population, according to the *Forecasts of Registered Nurse Workforce in California* released in September 2009 by Dr. Joanne Spetz of the Center for California Health Workforce Studies at University of California at San Francisco. This proportion is an improvement from 2005, when California had 589 Registered Nurses employed per 100,000 population.

"And this is just the beginning. With the extended five-year public-private partnership, California will continue to improve and expand its nursing programs, and graduate increasing numbers of skilled Registered Nurses to help protect the health and wellbeing of California patients."

Governor Arnold Schwarzenegger

Allied Health Initiative

In April 2009, Governor Arnold Schwarzenegger announced his Allied Health Initiative - a \$32 million public-private partnership aimed at reducing California's critical healthcare workforce shortage by adding thousands of additional professionals to California's hospitals and healthcare facilities over the next three years. This partnership is being led by the Labor and Workforce Development Agency and includes several state agencies, the California Community Colleges, the University of California and California State University systems, as well as the California Hospital Association and its member teaching hospitals.

According to a Health Workforce Solutions study, more than 60% of the health occupations in California are in allied health and are already experiencing shortages. According to the most recent employment numbers available from the California Labor Market Information Division and Federal Bureau of Labor Statistics, California has only 73% of the pharmacists, 65% of the

Medical Lab Technologists, and 62 percent of the Radiation Technologists /Technicians needed to meet the national average of healthcare workers per 100,000 in population. In spite of the economic downturn, the healthcare industry continues to grow in California, adding more than 27,000 jobs between February 2008 and February 2009.

By the year 2030, more than one million Californians will be 85 years of age or older which will increase the demand for healthcare services. As California's population continues to age, more and more workers - including healthcare workers - are beginning to retire at a faster rate. The Labor Agency and the LMID workforce projections include the need to educate over 206,000 additional healthcare professionals by 2014.

With this initiative, regional industry and education leaders will work together to develop effective allied health partnerships. Funding for the three-year program consists of \$16 million from the state, including \$8 million federal WIA funding and \$8 million ARRA funding. Private partners, such as schools and hospitals, will provide \$16 million in matching funds or in-kind contributions.

"The healthcare industry is one of the bright spots in our economy continuing to add jobs, and still our hospitals and community clinics struggle with massive shortages because our colleges and medical training program can't keep pace with the rising demand. This public-private partnership will expand the number of pharmacists, lab technicians, imaging specialists and more - giving thousands of Californians the opportunity to pursue their dreams while making our state a healthier place to live."

Governor Arnold Schwarzenegger

Just as Governor Schwarzenegger has acknowledged the statewide importance of the healthcare industry, Local Boards have recognized its' significance in their regional economies. An example of local efforts to meet the workforce needs of this industry is highlighted in the following section.



Healthcare Sector Committee: Workforce Innovation for Tulare County

The healthcare industry includes businesses, public agencies, and non-profit organizations dedicated to improving the health of individuals and the public. It is made up of physicians'

offices, hospital systems, diagnostic laboratories, dentist offices, nursing homes and residential care facilities, mental health facilities, public health departments and clinics.

The Central Valley leads the state in respiratory illness, teenage pregnancy, and diabetes, and has the lowest percentages of nurses and other healthcare specialists compared to other areas of the state. Healthcare is an industry with high projected growth nationwide. This is true in Tulare County as well, due to the aging population and high projected retirement rates of health professionals from the industry in the coming years.

According to the consulting firm, Economic Modeling Specialists, Inc., Tulare County has an estimated 10,626 people currently employed in health practitioner, technician and health support occupations. There is a projected 24% growth rate for new and replacement jobs through 2016 for these occupations. There is concern that residents in the region are underserved by health occupations due to the lack of capacity in the existing healthcare facilities in the area. An additional concern stems from the difficulty that has been experienced with recruiting qualified candidates for the more highly skilled occupations in the industry.

The Tulare WIB has decided to focus on this industry because of its' impact on the physical well-being of the county's residents, and because of the importance of the industry to the local economy. Most of the occupations in the industry pay family sustaining wages and some occupations are among the most highly paid in the county. The industry provides high quality jobs to those who are properly trained.

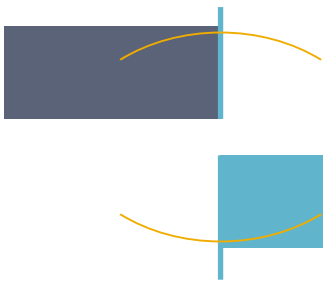
The Tulare WIB has formed a Healthcare Sector Committee and has established the following as critical actions and goals for this committee:

- Conduct focus groups with hospitals, community health centers and private sector healthcare executives to validate sector challenges & workforce needs
- Conduct interviews with healthcare associations to inventory key priorities and available resources
- Develop a pipeline with K-12 schools for professional level occupations in the healthcare field (Doctors, Nurse Practitioners, Physician's Assistants)
- Organize a large healthcare occupations career fair for High School students currently enrolled in the 4 Healthcare Academy programs operating in Tulare County. The career fair will allow job exploration and provide an opportunity for these students to interact with professionals from health care providers, receiving guidance from these professionals on how they can achieve their goal of entering a career in healthcare industry

The accomplishments of the Tulare Health Committee to date include:

- Community resource mapping of existing healthcare programs in Tulare County
- Identification of skills needed, and degree requirements for specific health occupations as well as available certification programs
- Identification of community organizations for healthcare professionals that could serve as partners in Tulare County's efforts.





Chapter 5: Youth

If California is going to have the workforce necessary to meet the needs of a rapidly changing economy, special consideration must be given to the workforce development strategies deployed to address the training needs of the state's future workforce. Development of new products, services and markets is essential if businesses are to remain competitive. In order to survive in a restructuring economy, businesses must constantly innovate. Workforce development and educational institutions must prepare new workforce talent that is able to compete in a progressively intense marketplace. Access to a well-trained, highly skilled and flexible workforce is essential. This increases the need to ensure that all youth are engaged in education and training which will lead to economic independence. It is even more critical that those youth considered at risk be given opportunities to prepare for jobs in this new economy. These tasks are made more challenging as large numbers of youth continue to drop out of the public education system, and budget constraints are shrinking the numbers of students who have access to community college, adult education, and regional occupation programs that often serve as a safety for these at risk individuals. Reaching those youth who are at greatest risk is most effectively done in through non-traditional approaches that include comprehensive services and supports. Additionally, youth have been disproportionately hit hard by the recession- unemployment among youth ages 16-19 is at 26%. The following youth intervention strategies provide the reader with an example of programs specifically designed to meet the needs of this important population.

Green Job Corps

On March 16, 2009 Governor Arnold Schwarzenegger launched the California Green Jobs Corps, under the auspices of CaliforniaVolunteers- the state office that manages programs and initiatives to increase the number of Californians involved in service and volunteering. This project continues his commitment to reviving California's economy while assisting at-risk young people develop job skills for the emerging green economy. To implement this program, California Volunteers partnered with the Labor and Workforce Development Agency, and the Employment Development Department.

Funding for this project utilizes \$10 million in ARRA funding, WIA Governor's Discretionary 15 Percent funds, along with an additional \$10 million leveraged from public-private partnerships. Eleven regional programs funded under the initiative are providing green jobs opportu-

nities for 1,500 at-risk youth aged 16-24 over a 20 month period. Participants are receiving career training in energy efficiency and sustainability, green construction, green waste, agricultural and natural resources, solar power and alternative automotive fuel. The 11 grantees are overseeing and managing programs based on their unique local needs. Each program operates as a partnership that includes a local workforce investment board, community college or community college district, nonprofit organization and private sector employer.

The following examples demonstrate how the Green Jobs Corps project is providing opportunities for youth in Shasta County (Northern California), and Orange County (Southern California).



Shasta College and Local Employers Provide Opportunities to Local Youth

Shasta College received over \$650,000 as grantee under the California Green Job Corps project. These funds were used to establish three core green job educational programs serving youth-at-risk in the Northern Sacramento Region, including Trinity and Lake Counties. Leveraging existing grants and federal funding, the partnership provided educational and occupational experiences for program participants. Shasta College partnered with local employers like Power House Solar with the goal of providing employability skills and job opportunities to local youth. The young workers participating in this program have focused on overcoming barriers that would have negatively impacted their ability to gain employment. Many returned to school to obtain basic skills after dropping out of high school, others fought off intense peer pressure to remain out of local gangs and away from the drug use prevalent among their friends. Managing difficulties within their homes and unstable living conditions was common for many of these youth. The California Green Job Corps youth had the opportunity to be trained in green career pathways including green construction techniques, weatherization of homes and energy efficiency auditing; photovoltaic technician training and conservation/environmental projects. Many of the occupations requiring the skill sets these youth developed have wages ranging from \$15 to \$23 per hour.

Acquiring Hands on Training in Orange County

While on probation, a 23 year-old program participant discovered how difficult it is to find a stable job because of a criminal record. While this young man was struggling to overcome barriers in his life his record of incarceration impeded his attempts at every turn. After several

months of being rejected by employers, this young man enrolled in Taller San Jose's Tech Construction Academy, where he acquired essential hands on training in the building trades. During his training at Taller San Jose, he showed great interest in the Orange County Green Jobs program. He was co-enrolled into the Summer Youth Program to work for the City of Brea and he began to attend the Vital Link trainings for Green Jobs for the City of Brea. His worksite supervisor says "This young guy is one of the hardest workers I have and he works harder than some of the permanent employees here!" This young worker is thankful to be a part of the Green Jobs Corps Program and is looking forward to completing his training to begin his quest for a job in green industry. He will be placed at Coast Keepers where he will utilize his skills in landscaping and irrigation. With the help of the Green Job Corp program, he will finally be able to find a stable job and looks forward to having a successful life for himself and his family. He is currently being considered for a job at Verengo, which has a wide range of green jobs and advancement opportunities.

A 24 year-old who has encountered several barriers in his life, including dropping out of high school in the 11th grade, has struggled to keep a stable home and was at risk of becoming homeless. He went back to school to obtain his high school diploma and heard about the Green Jobs Corps Program through a family member. The young man visited a One-Stop office and felt that the Green Jobs Corps Program could help him overcome many of his barriers. He entered into the program, and was also co-enrolled into the Summer Youth Program. He was placed with the Orange County Labor Federation for community service work. This eager man has been enthusiastic about the Green Job Corps Program and has participated in all of the Vital Link trainings. Vital Link's instructor, Jorge Saucedo, has recognized him as a great student and for his drive to learn. This program has given this young participant the opportunity to finish his general education and receive his high school diploma, learn how to educate his friends and family on green conservation, and gain work ethics and experience which will help him advance in a future green career. He is currently working at the Bridge, a nonprofit organization, to gain work experience. His work with this organization has him assisting in the construction of a 'green' playground using recycled materials. He is very enthusiastic about giving back to the community and at the same time gaining the knowledge and skills for a promising career.

"...the California Green Jobs Corps will help 1,500 at-risk young adults realize a brighter future while stimulating our economy and working toward a greener California."

Governor Arnold Schwarzenegger

California Gang Reduction Intervention and Prevention Initiative

Governor Schwarzenegger introduced his California Gang Reduction, Intervention and Prevention initiative (CalGRIP) to confront the dramatic increase in gangs across the state and their proliferation in suburban and rural areas. CalGRIP directs funding towards local anti-gang efforts focused on intervention, suppression and prevention. Since CalGRIP's inception in 2007, grants totaling more than \$14 million have been awarded to provide job training and education programs targeting youth who are seeking to leave gangs or are at risk of joining them.

More than \$5.4 million in CalGRIP grants were awarded through competitive grants to several projects throughout California in January 2010. Through these grants, youth aged 14-24 are receiving a broad range of services, including mental health services, gang counseling, educational skills for high school graduation or GED, occupational training in business services, bio tech areas and green industry apprenticeships.

Training provided is focused on high-growth occupations in fields such as weatherization, construction, masonry, concrete and landscaping, e-waste collections and conservation and energy efficiency education. It is estimated that more than 900 clients will benefit from these coordinated services over a 24-month period.

Funding for these programs is from the Governor's 15 percent Discretionary Workforce Investment Act (WIA) funds. A complete list of CalGRIP awardees can be found in [Appendix III](#).

The personal examples below illustrate how the CalGRIP grantees are changing the lives of their young participants.



San Diego CONNECTS

The San Diego CONNECTS Program emphasizes soft skills training, such as taking initiative, work ethics and teamwork. These skills are at the top of most employers' lists when they're asked about the skills critical to obtaining and maintaining employment. As such, they are especially relevant throughout the lives of youth-at-risk as they transition through careers and industries. One of the young participants in the CONNECTS program was a perfect example of a diamond in the rough. The City Heights Community Development Corporation referred him to this CalGRIP sponsored program. His family has lived in a Community Development subsi-

dized housing unit for over five years. Since his father has been in and out of prison for most of his life, this young man has helped parent his younger siblings. The challenges he has faced made him a perfect candidate for the program. From the beginning, he was a friendly, congenial, and always eager to learn new skills. He was one of the first students to completed the San Diego CONNECTS Program and find employment in a security position at the United Education Institute. His managers have been impressed by his dependability and attitude. Even though this young man is happy with his current position, San Diego CONNECTS is still helping him map out his career. He will start attending City College in the fall to further his education in order to obtain a better position and continue helping his family.

Economic Opportunities Commission Fresno Local Conservation Corps

Involved in gangs and committing crimes on the streets at a very early age, this young man found himself in the custody of the California Youth Authority at the age of 15 for a gang related drive by shooting. After serving two years, the young man realized he wanted to change his life. By entering the Economic Opportunities Commission (EOC) Fresno Local Conservation Corps, he started this change by achieving his High School Diploma through EOC's School of Unlimited Learning. His commitment to approaching the rest of his life in a different way was demonstrated as he went on to obtain his driver's license, earn two AmeriCorps Education Awards totaling \$7,087.50, participate in an on-the-job training opportunity, and practice the life skills that would help him become a productive member of the community. He currently works at the corps on an irrigation crew changing sprinklers, operating sprinkler clocks and fixing broken irrigation pipes. He is very thankful for the opportunity and plans to stay at the corps to further his education and promote to a supervisor position. Recently married and attending college, he hopes to work as a motivational speaker and inspire at-risk youth and young adults to change their lives.

"Jobs may be the single best way to prevent gang violence. The job training and support services provided by these grants are part of a comprehensive and coordinated approach to reduce the influence of gangs throughout the state."

Paul Seave, Director
Governor's Office of Gang and Youth Violence Policy

\$7.5 million in CalGRIP Grants to Help At-Risk Youth Pursue Teaching and Social Service Careers

Governor Schwarzenegger continued his commitment to gang intervention strategies when he announced more than \$7.5 million in CalGRIP grants help at-risk youth expand their education, job training and employment opportunities in June 2010. Focused on the same population as previous CalGRIP grants, the goal of these projects is to promote career pathways that place at-risk youth into part-time employment in after-school programs, while providing post-secondary education that will lead to teaching, community and social service positions, such as licensed social worker, youth worker or counselor. Research shows that education and training that leads to employment is one of the most effective ways to help at-risk youth lead productive and violence-free lives. These projects are required to demonstrate a comprehensive community focused approach and must use a holistic approach to serving youth.

The projects receiving awards fall into two categories:

- **Job Training Expansion:** Ten projects focus on job training expansion including implementing job training, supportive services, education and placement for at-risk youth. These skill development programs will provide a gateway to career education in such areas as public works, environmental restoration, residential and commercial repairs and maintenance, healthcare, information technology and green construction.
- **Career Pathway Partnerships:** Six projects provide post-secondary education or training leading to employment as a credentialed teacher or in community service. California state universities, community colleges, school districts and other learning institutions will partner with the workforce development sector and community-based organizations to offer case management and academic programs designed to yield licensed social workers, youth counselors, and teaching professionals. The pathway projects will also include part-time employment in after-school programs in an effort to keep youth out of gangs.

A complete list of grantees can be found in [Appendix III](#).

“Early intervention and guiding our at-risk youth toward jobs and careers will help them become more self-sufficient and productive members of their communities.”

Governor Arnold Schwarzenegger

ARRA Youth Program (California Youth@Work)

As stated in California Workforce Association's report: *California Youth @ Work – Summer 2009*, during the summer of 2009, 53,187 at-risk youth in California were placed in summer jobs through the California Youth@Work program. This program was operated statewide by Local Boards and their community partners. For youth who qualified, education and training funds were applied toward the cost of extension course fees, books, and materials for these certificate programs, and wages for work performed in public and private sector jobs. The youth participating in this program were individuals from the foster care system, those who have recently emancipated from this system, those living in families with incomes below the poverty level and pregnant or parenting teens. In these jobs, the participating youth earned a minimum of \$8 per hour for their training as well as their work.

The Summer Youth Employment Program provides occupational training and work experience for youth who have limited access to these opportunities because of the significant barriers they face. Participants were paid a minimum of \$8.00 per hour for work performed, in some instances while in training. Participants were supported by case managers, mentors and advisors during their program participation and received “wrap around” services to improve their chance of success during the program. An unexpected positive outcome from the summer youth program was realized due to number of youth that were hired in for permanent employment opportunities as a result of their skills, dedication and enthusiasm demonstrated during their work experience assignment.

In addition to providing valuable experiences to participating youth, this program provided benefits to local communities. During this summer program, thousands of homes throughout the state received energy makeovers. This was a primary service provided in the city of Richmond and the county of Madera. The Summer Youth participants learned about the environment and how to install solar panels, water-efficient faucets, and compact fluorescent light bulbs that conserve energy. Others, in many counties including Sacramento, Oakland and Fresno, started or worked at community gardens, engaging local inhabitants while learning new skills in gardening and public planning.

These stories of dedication and hard work from young people with much to overcome will illuminate the importance of the Summer Youth Program, and its ability to connect youth in need with a summer experience that may help them change their beliefs about themselves and vision for their futures.



1,834 San Bernardino County Youth Participate in the Youth@Work Program

The Workforce Investment Board of San Bernardino County announced that 1,834 of its young people have successfully completed the Summer Youth Employment Program. Wages for these youth were paid for by approximately \$7 million in ARRA funding, administered by the county's Workforce Investment Board.

Some of the employers that hired youth workers include Patton State Hospital, Redlands Auto Repair, UPS Store, Coca-Cola, Farmer's Insurance, Boys & Girls Club, Apple Valley Animal Hospital, Little Folks Bookshoppe, American Sports University and Lee & Associates.

"Thanks to federal stimulus dollars, the Workforce Investment Board gave youth the opportunity to work during a summer with very limited job openings," said Sandy Harmsen, Executive Director for the Workforce Investment Board. "These youth are going back to school with foundational work skills and tools that will help carry them forward into a successful career."

In addition to providing youth with work experience, the program also allowed employers to mentor the county's young people with no out of pocket training expenses, and screen prospective candidates to become full contributing members of their staff with little risk.

Due to the success of the program, San Bernardino County was one of three local workforce investment areas from across the country selected to be a featured example in a "Best Practices" webinar held by the Department of Labor Employment and Training Administration, Division of Youth Services, which highlighted successful models and methods of transitioning ARRA Summer Youth Employment Program participants into year round youth and adult WIA services.

Partnering to Help Ventura County Youth Receive Summer Jobs

More than 600 young people received help preparing for and participating in work internships with Ventura County employers as a result of this county's summer youth program. Participants received eight hours of job readiness training in career planning, job search, leadership, teamwork and interpersonal skills. Path Point and the Boys & Girls Clubs of Greater Oxnard and Port Hueneme coordinated youth enrollment in the program in partnership with local community organizations and the Ventura County Human Services Agency.

One of the 114 employers who participated was the Limoneira Co., an agricultural and real

estate holding firm in Santa Paula. “It is a very worthwhile program,” said Alex Teague, the company’s senior vice president and chief operating officer, as well as a Local Board member. “Obviously, I think anytime that we can try to employ youth to get them more used to the work force, and the responsibilities and accountability of working, it’s all worthwhile.” Teague said that there were six young people who worked for the company and did very well. “I think Path Point, the group that took care of the Santa Paula area, did a good job preparing them. We had a few kids, I think, that this was a new experience for them, so they were a little bit of a deer in the headlights, but I think for the most part all the kids really did a fine effort,” he said. “We were very pleased with it, and, hopefully, we can continue on with the program next summer as well.”

Another employer involved in the program was Old Navy at the Esplanade shopping center in Oxnard.

“We thought the program was really awesome,” said Debbie Woods, Old Navy’s assistant store manager. “It was really good for the youth that they had sent to us as far as them being able to learn a job skill.”

As for companies who may be wary of hiring inexperienced workers, Teague offered: “It’s imperative of the local businesses to step up. It’s often difficult to hire the inexperienced, but it kind of goes back to that old adage, ‘How do you get experience if you don’t experience it?’ We believe that for building our actual workforce today and for the future, you got to invest a little bit back into it, and I think that’s what works. Hopefully, this program will kick that off for everybody.”

Matching with Their Career Interests in Fresno

The Fresno Workforce Investment Board’s Summer Youth Employment Program provided over 2,500 low-income and target population youth (most at risk of dropping out, aging out of foster care, offenders, homeless/runaway, children of incarcerated parents, migrant/farm worker, pregnant or parenting, disabled or Native American) throughout Fresno County with meaningful, paid, work experiences. Youth earned a paycheck for six weeks of work experience and were paid \$8.00 per hour for 20 to 40 hours per week.

It was a goal of the Fresno WIB to place youth at worksites where the job they were doing matched their career interests. These included (but were not limited to): office assistant, teacher’s aide, groundskeeper, nursery worker, shop helper, computer lab technician, retail, recreation assistant, medical billing assistant, librarian’s assistant, landscaper, human re-

sources assistant and food service worker. Direct Services for the Fresno WIB's Summer Youth Employment Program were provided through five contracted service providers: Fresno County Economic Opportunities Commission, Arbor Inc., Proteus Inc., City of Clovis and West Hills Community College.

Green Jobs For Youth in California's North Central Counties

Summer Youth Employment Program participants worked with public agencies and private companies in a range of roles including: the weatherization of homes for low income people, interning at PG&E plants, assisting in community projects, and working in county offices, schools, recycling and composting programs.

North Central Counties Consortium (NCCC) and Yuba College coordinated a regional project connecting Summer Youth Employment Program participants with college classes and credits, and introducing them to career pathways. Youth had the opportunity to experience jobs including "green" jobs such as weatherization crew trainee, recycling and warehouse assistant trainee, and community mural project team trainee. As the summer of 2009 ended, NCCC summer youth service providers in the counties of Colusa, Glenn, Lake, Sutter, Yuba, along with CSU Chico and Upward Bound developed plans to transition participants out of the project.

This transition included planning for returning to school for in-school youth, and additional assessment for out-of school youth to determine the appropriate next steps, increasing the likelihood that youth participants would continue the positive momentum they had built in the summer program.



Chapter 6: Targeted Workforce Development Investments

With California's high unemployment as a challenge and ARRA funding as an opportunity, California's workforce investment system successfully implemented effective initiatives to aide displaced construction workers, at-risk youth, emerging green businesses, low income residents and the unemployed.

California's Workforce Investment System Responds to the Needs of the High-Skilled, White Collar Unemployed Worker

The effects of the recession in California have surpassed those experienced in the mid-1980's during the downturn in the aerospace industry and those experienced in the late 1990's with the "Dot.com" bust. Its effects have been statewide, have cut across multiple industries and have affected individuals in industries that have been stable drivers of the state's economy. The initial industries shedding jobs most rapidly were financial services and residential construction related. The workforce system responded quickly with initiatives aimed at assisting these displaced workers.

California and Microsoft Partner to Provide Free Technology Training

California has joined forces with Microsoft to provide free technology training to thousands of Californians. Through its' *Elevate America project*, Microsoft's is partnering with local One-Stops to enhance the technical job skills of individuals across the country. Through participation in this program, California will receive 166,500 vouchers to distribute to Californians giving them free, online technology training and certification in Microsoft programs. These vouchers are being distributed at local One-Stop Career Centers.

Three types of vouchers are being made available from Microsoft: General e-Learning Vouchers -redeemable for free, online training on one Microsoft Windows Vista or Microsoft Office Suite program; IT Professional Learning Vouchers - intended for customers who are IT professionals interested in acquiring advanced level skills in areas such as web development or database management; and, Microsoft Certification Exam Vouchers- designed to enable a user to pursue a no-cost exam to become certified in one Microsoft program, such as Excel, Word or Outlook.

“Creating jobs and boosting California’s economy is my number one priority, and that is why I am so excited about this new public-private partnership with Microsoft. These free training vouchers will enhance the technology skills of thousands of Californians and make them more competitive in the job market,”

Governor Arnold Schwarzenegger



Seven Local Boards Participate in the Los Angeles County Transitional Subsidized Employment Program

ARRA created a new Emergency Contingency Fund (ECF) under the Temporary Assistance for Needy Families (TANF) federal block grant. Administered by the U.S. Department of Health and Human Services (HHS), the ECF provides 80 percent reimbursement for increases in TANF-related expenditures in three specified areas, including subsidized employment. States have used these funds to support a range of subsidized jobs programs, including transitional jobs, summer jobs programs for youth in low-income families, and supported work models for individuals with disabilities in low-income families. These programs are not limited to workers in families receiving cash assistance under TANF. For example, in Los Angeles County, dislocated workers who are heads of household and meet low-income guidelines are eligible to participate in ECF transitional employment activities.

On the heels of the ARRA’s passage in 2009, the County of Los Angeles Department of Public Social Services (DPSS) set out to place 10,000 workers in new, ECF-funded transitional jobs at the urging of County Board Supervisor Don Knabe. This new DPSS initiative—the *Los Angeles County Transitional Subsidized Employment (TSE) Program*—reached that goal on July 1, 2010, accounting for more than 5% of the national total of ECF-funded transitional job placements at that time.

The South Bay Workforce Investment Board administers the TSE Program on behalf of DPSS and serves as the employer of record. In addition to coordinating with seven DPSS GAIN (Greater Avenues for Independence) regional offices, the South Bay Workforce Investment Board contracts with 34 local One-Stop career centers (aka WorkSource Centers) and six additional service providers to place participants in private companies, public agencies, and non-profit organizations throughout Los Angeles County.

“The program has been unbelievably good. I didn’t know what to expect initially... I’ve been an employer for 50 [years] and have never seen people work this hard... they all wanted to go to work, I wasn’t expecting that... This program is like a Godsend,” said Bill Lockhart, President of Americal Contractors Corporation in Pomona, California recently.

According to Frank Novak, Owner of Modernica Furniture in Los Angeles, “TSE has allowed us to increase productivity at every level of our business.”

In Los Angeles County, the TSE Program provides up to 12 months of subsidized employment at a \$10 per hour wage rate with participating employers. The TANF ECF pays the full cost of wages; employers’ costs of supervising and training participants are treated as in-kind donations to the state and are counted as the required 20 percent non-federal match. Examples of subsidized jobs include clerical, administrative, marketing/sales, manufacturing, maintenance, and many others.

In the TSE Program, there is a formal agreement with the employer that includes non-displacement and other provisions. One-Stop/WorkSource centers receive a base payment and a bonus for participant placements in unsubsidized jobs. TANF cash recipients make up the majority of program participants, with some low-income, non-custodial parents also participating.

The South Bay Workforce Investment Board is one of seven local boards participating in the Los Angeles County TSE Program. Serving a total county population of 9,862,049, these agencies include the City of Los Angeles, County of Los Angeles, South Bay, Verdugo, Foothill, Pacific Gateway, and Southeast Los Angeles County WIBs.

The Los Angeles County TSE Program exemplifies how local WIA infrastructure combined with HHS funding for transitional jobs can meet the mutual needs of unemployed workers and private sector employers in ways that are beneficial to the country as a whole.

Skill Advancement Partnership

The University of California, Los Angeles (UCLA) Extension program announced a partnership with the South Bay WIB to provide financial assistance to displaced, higher-skilled workers, covering the cost of enrolling in UCLA Extension certificate programs. These certificates programs help these workers transition into new high-growth careers. The agreement is targeted to help the large number of higher-salaried workers in Southern California who remain displaced by the nation's economic woes. UCLA Extension, a recognized leader in continuing education, is now authorized as an educational provider on the Eligible Provider Training List. In addition to covering the cost of extension course fees, funding may be applied toward the cost of books, and materials for these certificate programs.

"UCLA Extension prides itself on addressing the changing needs of today's workforce. After enduring setbacks because of the nation's economy, dislocated workers can now professionally redefine themselves and jump back into the American workforce," said UCLA Extension Dean Cathy Sandeen. "This is an innovative response by UCLA Extension and local officials." Efforts to secure UCLA Extension as a continuing education provider for the workforce investment system were sparked by Laura Peters, a former Extension student who found herself impacted by the economic downturn.

"The new economy has shifted the landscape for professionals like me. Careers once thought to be stable and lasting were turned upside-down in the recession, requiring thousands of degreed individuals to go back for additional education and skills to become in-demand again," said Peters. "Because professionals are now without a job or under-employed and must completely retool their careers, financial assistance is critically important."

Riverside County Public/Private Partnership

According to Riverside County WIB's monthly newsletter, Riverside County has created the first-ever public agency partnership with Monster.com, the web-based job referral site that dominates the online employment search market.

The agreement with Monster.com "allows us to move even more of our resources into the virtual world," said Ricardo Olalde, chairman of the Riverside County WIB. "We're pretty excited about this."

The partnership has generated a customized online community for Riverside County businesses seeking qualified employees, and for area job seekers who want the latest information about jobs specifically in their geographic area.

Businesses can post jobs free of charge in a “gated” online community that features online news, business insights and events tailored for Riverside County residents. “The new site means clients can receive services far more conveniently than in the past,” said Felicia Flournoy, Director of Workforce Development for Riverside County. For example, job seekers can receive career coaching without even having to come to a Workforce Development Center (WDC). “It also provides a great opportunity for networking with and getting support from fellow job seekers in a professional environment,” Flournoy said. “The site is updated with the latest in labor market information, tools to assist with career transition plans and innovative job search techniques that all lead to an increased chance of getting a job.”

The move improves the WDCs’ services to highly-educated workers because they are most likely to seek jobs through an online job search mechanism.

The Monster.com product, called Evolutions, creates a bridge between job seekers who need customized information specific to their region and local businesses that want to remain in contact with potential local employees. The site also features free access to career management tools and other employment-related features. “The use of technology is critical to transforming the way we provide services,” Flournoy said. “Monster Evolutions offered the technology as well as the brand for what we were trying to accomplish.”

California New Start Prison-to-Employment Program

Holding a job is one of the best predictors of parole success. Numerous statistical studies demonstrate that a parolee who finds and maintains a steady job – and who also has stable housing and avoids substance abuse – is more likely to avoid subsequent offenses and to successfully complete his term on parole. Among its provisions, the Public Safety and Offender Rehabilitation Services Act of 2007, Assembly Bill 900, (*AB 900, Solorio, Chapter 7, Statutes of 2007*) required California Department of Corrections and Rehabilitation (CDCR) to develop an Inmate Treatment and Prison-to-Employment Plan. This effort would focus on the needs of offenders both in prison and as they transition back to the community to bolster their chance of success and reduce crime.

A multiagency approach, California New Start – Prison-to-Employment Program (CA New Start), has been initiated to address the issues and meet the requirements of the law. The

CDCR is partnering with the Labor Agency, EDD, and the State Board to set a high priority on linking inmate training programs to jobs in the community. The primary goal of CA New Start is to improve the employability of offenders while in custody, to increase the likelihood that they will secure and retain gainful employment upon reentry to their communities, thereby reducing recidivism and enhancing public safety.

CA New Start is modeled after the best practices from other states and includes the following elements:

- Using labor market data to determine the types of jobs that will actually be available in each county (e.g. Resource Handbook)
- Matching existing training and work opportunities in prison to jobs available in communities
- Connecting local One-Stop Career Centers as participants in the Parole and Community Team local meetings
- Implementing policies and procedures needed for referral of parolees to One-Stop Career Centers by parole agents
- Securing individual identification documents needed to secure employment prior to release from prison (e.g. Social Security card, birth certification, certification of release from military, transcripts of educational attainment, vocational training/on-the-job training certificates, records of successful participation in alcohol and other drug treatment, letters of referral, etc)
- Offering support to parolees as they seek, secure and maintain employment through a collaborative partnership with the community linking offenders to jobs and a support system; and
- Utilizing data and reports available from EDD measure and evaluate the success of the CA New Start project

This collaborative project is supported with funds from the Governor's WIA 15% Discretionary Funds. Each of California's 49 Local Boards receives a funding allocation to support the delivery of relevant services to the special population. Funding allocations were arrived at by determining the estimated parolee population scheduled for release in a given 12 month period. In addition, a portion of the funding allocated to this project supports transition training for inmates prior to release.

In spite of the late implementation of the CA New Start program, the partners and Local Boards are highly encouraged by the increasing numbers of services to parolees including enrollments into WIA; informational workshops; more job placements of parolees through effective job referrals; and valuable on-the-job training.

National Emergency Grants

In March 2010, the U.S. Department of Labor granted over \$8.1 million in Regional National Emergency Grants of \$8,197,664 to Tulare County on behalf of the nine local Workforce Investment Boards that make up the San Joaquin Valley, including Fresno Workforce Investment Board, Kern/Inyo/Mono Workforce Investment Board, Kings County Job Training Office, Madera County Workforce Investment Board, Merced Workforce Investment Board, Mother Lode Workforce Investment Board, San Joaquin Workforce Investment Board, Stanislaus County Alliance Worknet and the Tulare County Workforce Investment Board. The geographic areas covered by this funding are: the counties of Amador, Calaveras, Fresno, Inyo, Kern, Kings, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tulare and Tuolumne.

The Regional National Emergency Grants utilize Recovery Act funds and they will be used to provide job training and reemployment services for estimated 1,439 workers affected by current and projected layoffs within the San Joaquin Valley.

Identifying Critical Occupational Clusters

Sacramento Works, Inc., the local Sacramento WIB, has taken on the task of engaging the business community in an effort to identify critical industries and occupational clusters in the Sacramento region, assess the regional labor market, and develop a plan to train workers for critical occupations. Nine “Critical Occupational Clusters” have been identified as a result of this effort. These nine clusters represent those occupations that support Sacramento Works’ goal of helping job seekers, through the one-stop system, find long term, career oriented employment. The following information provides a brief description of the growth projections in the nine identified “Critical Occupational Clusters:”

- **Administrative and Support Services;** An increase of approximately 33,400 jobs due to growth and more than 42,400 jobs due to separation are projected between 2006 and 2016.
- **Architecture and Engineering;** An increase of more than 2,600 jobs due to growth and more than 4,100 jobs due to separation are projected between 2006 and 2016.

- **Construction;** An increase of nearly 8,800 jobs due to growth and nearly 13,400 jobs due to separation are projected between 2006 and 2016.
- **Healthcare and Support Services;** An increase of more than 20,800 jobs due to growth and nearly 11,100 jobs due to separation are projected between 2006 and 2016.
- **Human Services;** An increase of more than 7,300 jobs due to growth and nearly 7,700 jobs due to separation are projected between 2006 and 2016.
- **Information Technology;** An increase of more than 6,000 jobs due to growth and nearly 5,700 jobs due to separation are projected between 2006 and 2016.
- **Installation, Maintenance, and Repair;** An increase of more than 4,000 jobs due to growth and more than 4,400 jobs due to separation are projected between 2006 and 2016.
- **Tourism and Hospitality;** An increase of more than 21,300 jobs due to growth and nearly 38,400 jobs due to separation are projected between 2006 and 2016.
- **Transportation and Production;** An increase of nearly 8,200 jobs due to growth and more than 19,400 jobs due to separation are projected between 2006 and 2016.



Napa County Focuses on Six Priority Industries

The Napa County WIB embarked on a series of industry sector initiatives in late 2009 in order to better understand the needs of local employers – specifically their workforce needs and challenges, and the opportunities they present.

To initiate the sector strategy, the Napa WIB selected six industries that were important to the local economy:

1. Food and Beverage Manufacturing
2. Durable Goods Manufacturing
3. Healthcare
4. Transportation, Warehousing and Utilities
5. Professional and Business Services

6. Construction and Renovation

A seventh industry sector initiative project - a study of the green economy - has since been added to the list. What makes this green economy project different is the fact that many sectors of the green economy overlap with other industries, including several of those identified for the purposes of the Napa WIB's industry sector initiatives.

Each industry sector initiative project includes:

- An initial community forum with business leaders representing the subsectors of each industry (including focus group discussions)
- A workforce needs and opportunities survey with industry employers
- A second community forum to present the findings of the survey and to discuss the challenges and opportunities

Napa County released a study on its world-famous wine industry in June 2010, *Napa Food & Beverage Manufacturing Industry: A Workforce Needs and Opportunities Study*.

Construction Talent Transfer Program to Train 600 Displaced Construction Workers

The California Recovery Task Force announced in July 2009 that \$2.7 million in ARRA funding had been awarded through the Employment Development Department Construction Talent Transfer program to help train nearly 600 displaced construction workers.

"These grants will further stimulate local economies by redirecting residential construction workers into growth industries."

Cynthia Bryant, Director
California Recovery Task Force

By partnering with employers, unions, educators and local communities, the Construction Talent Transfer program grant funded six local agencies to assist nearly 600 displaced residential construction workers as they transition to new jobs. The agencies, located in Los Angeles, Sacramento, Contra Costa, Riverside and Sutter counties, are providing focused job training in areas including commercial concrete, metal stud framing, welding, electrical, drywall and many other construction trades marketable for commercial and public sector projects. Unemployed workers are also receiving employment preparation services such as interview techniques; resume writing and job search skills. Some participants are receiving on-the-job training, computer proficiency workshops and labor market information. A complete list of awardees can be found in [Appendix IV](#).

Veterans' Employment-Related Assistance Program

The Employment Development Department announced grant awards to 15 organizations totaling \$12.7 million to help more than 2,200 California veterans find high-wage civilian jobs. This funding supports training and placement services for California's service men and women as they transition into the growing industries of the future. Recently separated veterans will get top service priority, and the grant funded projects will also provide services to many other veterans, including those with service connected disabilities or significant barriers to employment and veterans who served on active duty during a war or in a campaign. Eligible spouses will also receive assistance. Grantees and award amounts are listed in [Appendix IV](#)

Operation Welcome Home

- In his State of the State address in January, the Governor announced his proposal to establish Operation Welcome Home. The program is putting more than 300 veterans to work identifying and making direct contact with the 30,000 heroes returning to California annually. Operation Welcome Home is built on a peer to peer counseling approach, with veterans counseling fellow veterans on the

"Our men and women in uniform put their lives on the line everyday to protect the freedoms we enjoy here at home. With more returning veterans here in California than in any other state, I am absolutely committed to ensuring they are given the tools they need to be successful."

"California has more returning veterans than any other state, so our state, as well as the federal government, has a special responsibility. You will see that in our agenda."

Governor Arnold Schwarzenegger

benefits and transitional workforce training available to them as they transition from the battle front to the home front. Specifically, Operation Welcome Home:

- Establishes nine regional full-time teams that will assist veterans in finding employment and job training, educational opportunities, housing, mental and physical healthcare, federal benefits and support for their families. The regional outreach teams will be funded by \$20 million in Employment Development Department outreach funds and be led by a collaborative effort of staff from the Department of Veterans Affairs, Labor Workforce Development Agency, California Volunteers, and other local, state and federal entities and non-profit organizations.
- Launches the California Veteran Corps, a volunteer network to reinforce the efforts of the full-time regional teams.

Bridges to Success

Governor Schwarzenegger announced \$3 million in ARRA funds for the Bridges to Success program in March 2010. Designed to open career paths for children who are most likely to drop out of school, this program will assist nearly 1,000 high school students in seven California counties work toward securing long-term productive careers. The funded projects will help these youth understand the link between their school, work and real life work, with special emphasis on science, technology, engineering, and mathematics.

Bridges to Success tackles the high school dropout rate, which currently stands at 20 percent statewide. These funds will help to link at-risk youths with real-world jobs that offer a taste of the career opportunities available to them if they complete their education.

The EDD will distribute up to \$3 million in ARRA money to fund innovative summer programs blending work and school experiences in a way that convinces youths to stay in school. Grants of up to \$500,000 each were awarded to six local projects throughout the state. Grantees and award amounts can be found in [Appendix IV](#).

"We must prepare our students so that they can develop the skills necessary to compete in a rapidly-changing and technologically-sophisticated economy. This program offers summer jobs to students and will help them better understand the connection between school and a successful career."

Governor Arnold Schwarzenegger



Chapter 7: The State Board - Program Year 2010/11

Over the course of the past 12 months the State Board has continued the work of organizing workforce development efforts to support a low carbon future for California through its' Green Collar Jobs Council.

Green Collar Jobs Council

California continues to face a wide variety of economic and environmental challenges. Additionally, as California struggles with pollution in its air, water, and land, it has implemented landmark policies aimed at reducing carbon dioxide emissions, aggressively promoting renewable energy resources, encouraging energy efficient practices in new and existing buildings, and introducing new fuels and technologies to California's transportation sector. These new policies present new economic opportunities for Californians. The Green Collar Jobs Council (Council), with a membership that includes representatives from government, business, labor, and the nonprofit sector, is in a unique position to collect information and build partnerships to link California's environmental policies with economic opportunity for all Californians.

In addition to focusing on the needs of entry level workers, the Council will turn its attention to mid- and high- level occupations, understanding that many of our dislocated workers and returning veterans may require retraining to prosper in the emerging green economy. By deploying these strategies, the Council hopes to minimize the risk California faces of losing higher wage jobs and workers with advanced skills to other states or to other countries. Additionally, the Council will continue to pursue insight from key industry representatives on how to reach out to businesses regarding the effective use of private and public resources to address their competitiveness issues. Just as there is interest in understanding and developing effective strategies to meet the needs of emerging businesses and develop skilled workers for the jobs they will create, the Council recognizes that many of California's businesses will require assistance in turning the greening of the economy into market opportunities. As new environmental regulations are implemented it will be critical to design strategies to retain, re-equip, and re-train these traditional economic drivers in order to retain the job base they represent, and to bolster their opportunities for participation in this economic transformation.

In the upcoming year, the Council will refine its existing relationships and strategies, and will continue to explore how it can connect additional state, federal and local government entities

in a collaborative approach to meeting the demands of California's green economy. The Council will also focus on increasing the engagement of the business community as a key contributor to its understanding of how environmental policies and regulations effect business and employment opportunities within the state.

The Council will continue to engage with regional partnerships which include Local Boards, education, economic development, business and others as they learn about the needs and opportunities that exist within their regional green economies. The Council understands that other organizations such as the California Public Utilities Commission (CPUC) and the California Environmental Protection Agency's Air Resources Board are evaluating workforce investment strategies. As directed in the CPUC's Long Term Energy Efficiency Strategic Plan, the CPUC and the Investor-Owned Utilities will undertake a needs assessment to research and identify:

- what jobs are available in energy efficiency and clean energy
- if there are training programs for these jobs and where they exist in California
- who are the people taking advantage of these training programs
- where the gaps are in training, and
- what are the needs to prepare the next generation energy workforce.

The State Board is providing assistance to the CPUC and its partners in preparing the needs assessment. Work with the California Energy Commission will continue as this partnership begins to evaluate the investments made over the last year and identify projects for continued collaboration.

2010-2011 will be a challenging year for California as it continues to implement its ambitious economic and environmental initiatives. The Council believes the success of projects it has influenced over its first year in operation can serve as a model for these organizations as they begin to implement their work plans in support of California's environmental policy loading order. The Council has demonstrated that the knowledge, experience, and expertise exist within its member agencies, expert advisors and partners to meet this challenge. As the work of the Council unfolds over the next year, it will adhere to the principles outlined in the Premise Document and its business plan as the touchstones for its actions. The Council will continue to serve as a neutral broker, and will partner with the public and private sectors to develop meaningful, high-impact workforce initiatives in line with the state's environmental policies, responsive to the demands of the private sector and delivered through the well organized regional partnerships that comprise the state's workforce development system. Regional collaboratives will be given technical assistance to perform data diagnostics, develop expanded regional partnerships, leverage public/private resources and create strategic plans for sustainability.

One of the most critical charges of the State Board is leadership through policy development. The ability to do this well in a state as diverse as California, and at time when turbulent economic conditions place increased emphasis on the workforce system as a focal point in the nation's economic recovery is paramount. As the State Board dug deeper into the task of organizing a statewide workforce development strategy and discovered the coalescing potential of sector focused initiatives, the Chairman also recognized that this entity needed a venue which allowed for thorough and thoughtful deliberation about the challenges California is facing, and how the policy framework of the State Board could be used as a vehicle to make the workforce system a more relevant and responsive partner in on the road to economic recovery.

The Issues and Policies Special Committee

The Issues and Policies Special Committee (IPSC) was formed to properly analyze issues facing the state and the workforce system, and develop and propose policies to the State Board that were necessary to meet its' charge under WIA, and which supported its' state mandates. The IPSC also provided the State Board with a body that could be tasked with sifting through a myriad of information and culling out issues relevant to the Board's role as the Governor's advisor on workforce development. With its business led membership, the IPSC is committed to deliberation of issues in a timely manner and presentation those thoroughly vetted topics to the State Board for information, consideration, approval or implementation, as appropriate. The Committee's mission is as follows:

Our mission is to provide advice, counsel and recommendations to the full California Workforce Investment Board that improve Local Boards' ability to provide world-class services to constituents; and to provide overall strategic recommendations to the full Board in identifying the most critical priorities.

To this end, the Committee has engaged various partners including the Employment Development Department, Workforce Services Division; DOL Region 6 representatives; California Workforce Association, as well and public and private stakeholders. With comprehensive and objective input from these partners and advisors, the Committee has and will continue to examine the following:

Review of WIA/ARRA Funding; The Committee reviewed WIA and ARRA funding structures, levels and trends, looking for opportunities to leverage funding in critical areas through strate-

gic partnerships with various stakeholders, including private business, educational entities, labor, community organizations, and other federal and state departments receiving similar funding.

Governor's 15 Percent Funds/Sustainability; The Committee reviewed past projects funded by the Governor's 15 Percent Discretionary WIA and ARRA Funds. The primary purpose of this comprehensive review was to track success rates and to identify best practices relating to sustainability. Fund grantees were polled to identify which programs achieved their proposed goals and which were able to sustain their projects when grant funding was exhausted, and by what means. This knowledge will in turn help to shape the scope of future projects and help to keep effective projects serving consumers for the long term.

Dashboard; The Committee is currently engaged in a discussion focused on the thorough review of the effectiveness of the workforce system, sector strategies and its' regionally focused planning efforts. Nationally, there has been recognition that the existing performance measurement system in place under the WIA does not completely capture the results produced by a complex workforce system. The IPSC is reviewing data and presentation examples which can be used in a "dashboard" evaluation tool, providing a multidimensional view of the inputs and outputs associated with the workforce system. This method would allow the IPSC to analyze a variety of data sets on an ongoing basis, assisting Committee members as they seek to understand the impact the workforce system makes on the state's economy and endeavor to make well informed and objective decisions.

Waivers

The IPSC's consideration and deliberation of various issues has also resulted in a series of waiver requests being submitted to the DOL/ETA focused on providing the greatest flexibility possible to local workforce investment boards as they respond to the local effects of a turbulent economy. The IPSC and State Board staff have collaborated with various partners with public input, to develop and submit the following successful waivers to the U.S. Department of Labor:

- Waiver to Permit up to 90 Percent Reimbursement for On-the-Job Training
(Approved by DOL through 06/30/2011)

The purpose of this waiver is to increase flexibility for the use of WIA formula and ARRA funds by permitting up to 90 percent reimbursement of the extraordinary costs of on-the-job training. Reimbursement would be provided on a sliding scale based on

employer size: up to 90% for employers with 50 or fewer employees; up to 75% for employers with 51 to 250 employees; for employers with 251 or more employees, reimbursement would remain at the 50% statutory level.

- Use of Rapid Response Funding for Incumbent Worker Training
(Approved by DOL through 06/30/2011)

The purpose of this waiver is to allow a portion of Rapid Response Funding for Incumbent Worker Training. Specifically, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only, as part of a lay-off aversion strategy. All training delivered under this waiver is restricted to skill attainment activities.

- Waiver Relating to Program Design Flexibility for Summer Youth Activities
(Approved by DOL through 06/30/2011)

The purpose of this waiver is to provide the local areas with the flexibility to determine the type and level of assessment to be included in an Individual Service Strategy for youth participating in a summer youth employment activity during the summer months only and if the 12 month follow-up will be appropriate for these youth participants.

- Waiver Relating to Performance Measures for Summer Youth Activities Funded by WIA and Temporary Assistance for Needy Families (TANF) Emergency Contingency Fund (ECF) (Partially approved by DOL through 09/30/10)

The purpose of this waiver is to allow the State to use the work readiness indicator as the only performance measure for youth co-enrolled in WIA and TANF ECF funded summer employment activities. Without this waiver, the performance requirements would impede the true intent of this summer employment program as concerns over performance would overshadow the great opportunities and choices given to California's youth during these challenging economic times.

The Issues and Policies Special Committee is poised to achieve even more in the future. By working closely with partners to obtain quality performance data and engaging with local boards for local input, the Committee will continue to shape timely policy and issue considerations for the State Board.

Cost Study of the One Stop Career Center System

To assist in improving services and integration in California's One-Stop Career Centers (One-Stops), the State Board in partnership with the EDD, California State University Northridge researchers and the California Workforce Association, sponsored a *One-Stop System Cost Study* in 2007. This study was the first to look at in-kind and financial resources supporting operations and service delivery using an Activity-Based Cost (ABC) accounting model to better understand the real costs of producing a product or service in One-Stop Career Centers. It examined the administrative, infrastructure, and direct services costs incurred by partner agencies in various local One-Stops, and the outputs those costs supported. The study also established a method based on ABC accounting that allows a holistic look at One-Stops and provides a framework for continuous improvement in the system, and provides opportunities to better understand costs and services produced by One-Stops, to improve management and memorandum of understanding agreements between partner agencies.

As a result of the utility of the One Stop Cost Study ABC methodology, the State Board sponsored work on a subsequent Cost Study in program year 2009-10. A team of researchers from CSU Northridge and State Board, EDD, local workforce area staff and subject matter experts worked to develop a deeper understanding of the initial Cost Study findings, refine the ABC methodology for use in One-Stops, further analyze the Cost Study ABC data, develop a web-based database for collecting and analyzing the ABC data and develop initial design of an evaluation method for the integrated service delivery strategy. An additional component of the work includes identifying where further analysis of existing data and collection of additional data can be used to support policy analysis in the workforce system and assist Local Boards and One Stops in continuous improvement including self evaluation of the subsequent impact of the integrated service delivery strategy on program goals.

Interested local area fiscal and management staff from about twenty Local Areas have been trained in translating, entering and using their One-Stop ABC data in the web tool. Those one-stops who have completed their data entry use their ABC formatted data for management, such as planning, budgeting, development of memoranda of understanding, and benchmarking.

Looking Ahead

In Program Year 2009-2010, California's state and local workforce investment system continued to encounter the challenges created by a slow economy and high unemployment. It undertook a series of initiatives aimed at mitigating the effects of the recent economic downturn and supporting Californians whose lives have been negatively affected by the recession. These initiatives were ambitious and broadly focused to positively impact the needs of diverse populations that make up California's current and future workforce. Beginning with the initiation of the largest, State sponsored green collar jobs training program in the United States, to initiatives aimed at re-skilling incumbent workers in order to retain jobs, and supporting activities aimed at providing opportunities for at-risk youth and parolees, the workforce system has stepped up to the plate as a integral part of a multifaceted approach to regaining California's economic strength.

Program Year 2010-2011, is expected to see California's economic challenges continue- double digit unemployment rates and a sluggish job growth rate are expected to be continuing challenges in the year ahead. Additionally, as the window for utilizing ARRA funds begins to close, questions about how the workforce system will continue to meet increased customer needs are beginning to surface. From its vantage point, the State Board has observed the value of data driven planning, workforce initiatives organized to meet the needs of critical sectors in regional economies, and new partnerships that brought leveraged funding resources to the table. As we work over the next year to support economic recovery, the State Board will continue to place emphasis on regional collaboration, the development and maturation of effective sector strategies, the identification of regional demand driven workforce solutions and the careful alignment of state, regional and local resources marshaled to deliver the services needed by a struggling workforce.

The next major sector initiative for the State Board will build on work that has already been set in motion to address the workforce need of the Healthcare Industry and organize a more comprehensive workforce strategy to meet the implementation goals of the Patient Protection and Affordable Care Act of 2010.

Implementing the Federal Healthcare Reform Act in California

The federal healthcare reform law, the Patient Protection and Affordable Care Act (PPACA), would bring a substantial proportion of California's 8.2 million uninsured persons into the state's healthcare delivery system. In addition to current workforce shortages, serving the previously uninsured will require the providers of healthcare goods and services to hire addi-

tional personnel. In anticipation of the workforce needs resulting from healthcare reform, Title V of the PPACA includes a series of provisions – funding and policy – aimed at aiding the healthcare industry’s transition into the new system. To focus the implementation of healthcare reform in California, Governor Arnold Schwarzenegger has created a Healthcare Reform Taskforce, led by Secretary Kim Belshé, Health and Human Services Agency. The Healthcare Reform Taskforce is comprised of Administration officials and agencies tasked with implementing the provisions of the Healthcare Reform Act. Within the taskforce, there is the Healthcare Workforce Workgroup, which will focus on the training and workforce development programs in Title V. Labor Agency, the Office of Statewide Health Planning and Development (OSHPD), and the State Board are members of the workgroup.

The PPACA includes several funding opportunities to aid states in their health workforce development activities. In order to qualify for larger amounts of funding in the future, California would need to receive a \$150,000 planning grant. In California, the State Board will take the lead in applying for the planning grant. The State Board will bolster its membership to ensure that it meets the “eligible partnership” definition prescribed in the Healthcare Reform Act.

The Healthcare Workforce Workgroup held an event in May 2010, entitled, “Preparing for Healthcare Reform: *A Dialogue on Healthcare Workforce Development*,” which was attended by over 100 stakeholders including healthcare employers, health foundations, educational institutions, and local workforce investment boards. During this event, stakeholders were briefed on the activities of the Healthcare Workforce Workgroup and on the workforce development activities of its members, Labor Agency, OSHPD, and the State Board. Through a series of breakout sessions, the stakeholders provided the workgroup with their insights on the workforce development challenges and opportunities presented by healthcare reform. The State Board and its partners expect to follow up on this input with more in-depth discussions of stakeholders’ concerns and laying the groundwork to build the “eligible partnership” to receive a \$150,000 planning grant. It is expected that the State Board will be heavily engaged in preparing California for the workforce needs presented by healthcare reform in the near term.



Appendix I

Green Innovation Challenge Grant

Award List

Applicant	County	Targeted Industry	Award Amount
Generation Power/LA Valley College	Los Angeles	Water Efficiency	\$2,500,000
NoRTEC	Butte	Renewable Energy Generation	\$3,500,000
San Mateo County CCD	San Mateo	Alternative & Renewable Fuels and Vehicles	\$3,000,000
San Diego Biofuels Initiative/ San Diego Workforce Partnership	San Diego	Alternative & Renewable Fuels and Vehicles	\$4,000,000
SolarTech Workforce Innovations Collaborative/NOVA	Santa Clara	Renewable Clean Technology	\$4,000,000
Workforce Institute, San Jose/Evergreen CCD	Santa Clara	Energy Efficiency in Buildings	\$2,000,000
TOTAL			\$19,000,000

Industries with Statewide Need 2009/10 Grant Award List

Applicant	County	Award Amount
Able-Disabled Advocacy, Inc.	San Diego	\$919,955
Foothill Employment and Training Consortium	Los Angeles	\$600,000
Fresno Career Development Institute, Inc..	Fresno	\$1,000,000
Greater Sacramento Urban League	Sacramento	\$591,217
Inter-City Services, Inc.	Alameda	\$1,000,000
Los Angeles Community College District	Los Angeles	\$1,000,000
Orange Coast College	Orange	\$179,857
Peralta Community College District	Alameda	\$1,000,000
Rural Human Services Incorporated	Del Norte	\$600,000
Spanish Speaking Unity Council	Alameda	\$995,302
Tulare County	Tulare	\$999,931
Victor Valley Community College	San Bernardino	\$837,500
Youth Policy Institute	Los Angeles	\$1,000,000
TOTAL		\$10,723,762

Industries with Statewide Need 2009/10 Grant Additional Awards Granted May 2010

Applicant	County	Award Amount
Archdiocesan Youth Employment Services of Catholic Charities of Los Angeles, Inc.	Los Angeles	\$875,299
Community Career Development, Inc.	Los Angeles	\$975,299
Elk Grove Unified School District	Sacramento	\$459,310
North Central Counties Consortium	Sutter	\$770,876
San Diego City College	San Diego	\$851,216
TOTAL		\$4,032,000

Community Based Job Training Grant Award List

Applicant	City	Targeted Industry	Award Amount
Peralta Community College District	Oakland	Green Construction and Energy Management	\$2,905,394
San Mateo County Human Services Agency	Belmont	Energy	\$2,565,640
Santa Monica College	Santa Monica	Recycling & Resource Management	\$4,877,451
State Conter Community College District	Fresno	Healthcare	\$2,999,913
TOTAL			\$13,348,398



Appendix II

Clean Energy Workforce Training Program Grant

Award List for Green Building and Clean Energy Retraining Partnerships

Applicant	County	Award Amount
Contra Costa Community College District	Contra Costa	\$1,000,000
Grossmont-Cuyamaca Community College District	San Diego	\$1,000,000
Humboldt County	Humboldt	\$889,725
Kern Community College District	Kern	\$766,406
Long Beach Community College District	Los Angeles	\$953,186
Los Angeles County	Los Angeles	\$1,000,000
North Orange County Community College District	Orange	\$1,000,000
Northern Rural Training and Employment Consortium	Butte	\$1,000,000
Sacramento Employment Training Agency	Sacramento	\$997,810
Sonoma County	Sonoma	\$1,000,000
TOTAL		\$9,607,127

Clean Energy Workforce Training Program Grant

Award List for Alternative and Renewable Fuel and Vehicle Technologies

Applicant	County	Award Amount
Imperial County	Imperial	\$500,000
Long Beach City	Los Angeles	\$500,000
Los Angeles County	Los Angeles	\$500,000
Richmond City	Contra Costa	\$500,000
Sacramento Employment Training Agency	Sacramento	\$500,000
San Francisco Department of Economic & Workforce Development	San Francisco	\$277,500
TOTAL		\$2,777,500

Clean Energy Workforce Training Program Grant

Award List for Green Building and Clean Energy Pre-Apprenticeship Partnerships

Applicant	County	Award Amount
College of the Desert	Riverside	\$815,843
Hartnell College	Monterey	\$999,862
Humboldt County	Humboldt	\$722,540
Imperial Valley College	Imperial	\$439,578
Kern/Inyo/Mono Consortium	Kern	\$319,655
Long Beach Community College District	Los Angeles	\$976,060
Los Angeles City	Los Angeles	\$1,000,000
Los Angeles Trade Technical College	Los Angeles	\$1,000,000
NoRTEC	Butte	\$1,000,000
Peralta Community College District	Alameda	\$1,000,000
Richmond City	Contra Costa	\$1,000,000
Sacramento Employment Training Agency	Sacramento	\$968,682
San Bernardino Community College District	San Bernardino	\$869,651
San Diego Workforce Partnership	San Diego	\$700,000
San Francisco Department of Economic & Workforce Development	San Francisco	\$998,550
San Luis Obispo County	San Luis Obispo	\$610,055
Solano Community College	Solano	\$418,751
South Bay Workforce Investment Board	Los Angeles	\$529,858
TOTAL		\$14,369,085
GRAND TOTAL AWARD (CEWTP)		\$26,753,712

State Energy Sector Partnership Award (\$6M)

List of Regional Teams

Regional Team	Geographic Area	Target Industry Sector	Training Activities
San Diego Workforce Partnership	San Diego County (Urban)	The following targeted industries will be the first to demonstrate job growth and expanding career pathways: Energy and Water Efficiency	Green Building Partnership programs includes classroom and hands-on training that provides green building principles, building science fundamentals and state energy code licensure laws for the residential or commercial construction sector.
Sacramento Employment and Training Agency	Sacramento Metropolitan Region (Urban)	Demand Response Renewable Energy Electricity Transmission and Distribution Infrastructure	Clean Energy Retraining Partnership programs include classroom and hands-on training that provides principles and construction skills on installation of utility-scale renewable energy fields including generation, transmission or distribution technologies.
Northern Rural Training and Employment Consortium	Northern California Counties (Rural)	Clean Vehicle & Renewable Transportation Fuels Industries	Pre-apprenticeship training will provide an understanding of basic construction practices/technologies with a solid grounding in green building, energy and water efficiency, and the installation of utility-scale renewable energy fields including generation, transmission, or distribution to prepare individuals for work in the building retrofit or utility-scale renewable energy field.
Los Angeles City Workforce Investment Board	LA City, Greater LA Area (Urban)		
Alameda County Workforce Investment Board	East Bay Region, Alameda and Contra Costa Counties (Urban)		Alternative and Renewable Fuel and Vehicle Technologies training entail classroom and hands-on green transportation related training.

Regional Industry Clusters of Opportunity Grant Award List

Applicant	County	Award Amount
Fresno Workforce Investment Board	Amador, Calaveras, Fresno, Kern, Kings, Inyo, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tuolumne	\$200,000
Humboldt Workforce Investment Board	Del Norte, Humboldt, Mendocino, Siskiyou, Trinity	\$200,000
NoRTEC	Butte, Del Oro, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, Trinity	\$249,000
NOVA	Santa Clara, San Mateo	\$200,000
San Diego Workforce Partnership	San Diego	\$200,000
Pacific Gateway	Los Angeles, Orange, Ventura	\$249,987
Sacramento Employment Training Agency	El Dorado, Sacramento, Sutter, Yolo, Yuba	\$200,000
San Bernardino County	Riverside, San Bernardino	\$249,000
Santa Barbara	San Luis Obispo, Santa Barbara, Ventura	\$250,000
Contra Costa	Alameda, Contra Costa, Solano	\$200,000
TOTAL		\$2,197,987

Appendix III

California Green Job Corps Award List

Applicant	County	Award Amount
City College of San Francisco	San Francisco	\$931,087
Long Beach City	Los Angeles	\$935,797
Los Angeles Community College District	Los Angeles	\$937,890
Merced County	Merced	\$937,890
NoRTEC	Butte	\$919,132
Orange County	Orange	\$937,890
Peralta Community College District	Alameda	\$937,511
Sacramento Employment Training Agency	Sacramento	\$937,890
San Mateo County	San Mateo	\$936,429
Shasta/Tehama/Trinity Joint Community College District (Shasta College)	Shasta	\$650,606
Workforce Institute—San Jose/Evergreen CCD	Santa Clara	\$937,873
TOTAL		\$9,999,995

Governor's Gang Reduction, Intervention, & Prevention Initiative Award List for Career Pathways Partnership

Applicant	County	Award Amount
Cerritos College Foundation	Los Angeles	\$490,230
Davis Street Community Center, Inc.	Alameda	\$490,125
Los Angeles Harbor College	Los Angeles	\$490,230
Los Angeles Mission College	Los Angeles	\$490,230
San Francisco State University	San Francisco	\$490,230
San Diego Workforce Partnership	San Diego	\$490, 230
TOTAL		\$2,941,275

Governor's Gang Reduction, Intervention, & Prevention Initiative
Award List for Job Training Expansion

Applicant	County	Award Amount
Able-Disabled Advocacy, Inc.	San Diego	\$490,213
Foothill Employment and Training Consortium	Los Angeles	\$490,230
LA Works	Los Angeles	\$468,430
Managed Career Solutions, Inc.	Los Angeles	\$490,230
Orange County WIB	Orange	\$490,230
Proteus Incorporated	Tulare	\$233,472
Sacramento Employment Training Agency	Sacramento	\$490,230
Sacramento Regional Conservation Corps	Sacramento	\$490,230
San Jose Conservation Corps	San Jose	\$490,230
South Bay Center for Counseling	Los Angeles	\$490,230
TOTAL		\$4,624,725
GRAND TOTAL for CALGRIP		\$7,566,000

Governor's Gang Reduction, Intervention, & Prevention Initiative
Award List for Skill Building Development in Cutting-Edge Fields

Applicant	County	Award Amount
Stanislaus County Alliance Worknet	Stanislaus	\$500,000
City Impact	Ventura	\$500,000
San Joaquin County Office of Education	San Joaquin	\$400,000
TOTAL		\$1,400,000



Appendix IV

Construction Talent Transfer Grant

Award List

Applicant	County	Award Amount
Northern Central Counties Consortium	Sutter	\$450,000
Northern California Teamster Apprentice Training	Sacramento	\$450,000
Playa Vista Job Opportunities and Business Services	Los Angeles	\$450,000
Richmond City	Contra Costa	\$450,000
Riverside County Economic Development Agency	Riverside	\$450,000
Sacramento Employment Training Agency	Sacramento	\$450,000
TOTAL		\$2,700,000

Bridges to Success Grant

Award List

Applicant	County	Award Amount
Imperial County WIB	Imperial	\$500,000
Merced County Department of Workforce Investment	Merced	\$499,855
Richmond City WIB	Contra Costa	\$500,000
San Diego Workforce Partnership	San Diego	\$500,000
San Francisco Department of Economic & Workforce Development	San Francisco	\$500,000
South Bay WIB	Los Angeles	\$500,000
Stanislaus County Alliance Worknet	Stanislaus	\$500,000
TOTAL		\$3,499,855

Veteran's Employment-Related Assistance Program Award List

Applicant	County	Award Amount
Asian American Drug Abuse Program	Los Angeles	\$989,982
Community Career Development	Los Angeles	\$989,982
Fresno County	Fresno	\$333,333
Humboldt County	Humboldt	\$500,000
Imperial Valley Regional Occupation	Imperial	\$997,680
Inter-City Services, Incorporated	Alameda	\$989,982
Kern/Inyo/Mono Consortium	Kern	\$989,982
LA Works	Los Angeles	\$715,963
Managed Career Solutions, Inc.	Los Angeles	\$989,982
Orange County	Orange	\$989,983
Playa Vista Job Opportunities and Business Services	Los Angeles	\$600,000
South Bay Center for Counseling	Los Angeles	\$989,982
Swords to Plowshares	San Francisco	\$989,982
Vietnam Veterans of San Diego	San Diego	\$700,000
West Hills Community College District	Fresno/Kings	\$933,167
TOTAL		\$12,700,000